



Affirmative Market Program
Commonwealth of Massachusetts

FISCAL YEAR 2006 ANNUAL REPORT

*“Opening Doors and Creating Opportunities
for Minority-and Women Owned Businesses.”*



Deval L. Patrick
Governor

Timothy P. Murray
Lieutenant Governor

Leslie A. Kirwan
Secretary for Administration and Finance

Ellen Bickelman
State Purchasing Agent

Monserate Quiñones
Executive Director
Affirmative Market Program

FISCAL YEAR 2006 AFFIRMATIVE MARKET PROGRAM ANNUAL REPORT

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THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT

STATE HOUSE BOSTON, MA 02133

(617) 725-4000

DEVAL L. PATRICK
GOVERNOR

TIMOTHY P. MURRAY
LIEUTENANT GOVERNOR

May 2007

Dear Friends:

I am pleased to highlight the accomplishments of the Affirmative Market Program (AMP) in public contracting, pursuant to Executive Order 390, for fiscal year 2006.

Since its inception in 1991, the AMP has made great advances to increase the level of participation for minority-and women-owned businesses (M/WBEs) in the state contracting process. The AMP's mission is to expand opportunities for M/WBEs to do business with state entities and create successful partnerships that eliminate any barriers that impede the full participation of every citizen.

The AMP has tracked the spending of participating state entities with certified businesses and highlights their progress for fiscal year 2006 in this report. The AMP follows department spending with MBEs and WBEs separately.

The Patrick/Murray Administration is committed to addressing the fiscal challenges departments face and will continue to implement initiatives that encourage diversifying our workforce and vendor pools for economic growth and opportunities throughout the state. We will make every effort to maximize business partnerships that flourish and help grow our economy. We want to ensure that citizens have every opportunity to succeed in business throughout the Commonwealth of Massachusetts.

Sincerely,

A handwritten signature in dark ink, appearing to read "Deval Patrick", written in a cursive style.



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

STATE HOUSE ROOM 373
BOSTON, MA 02133

DEVAL PATRICK
GOVERNOR

TIMOTHY MURRAY
LIEUTENANT GOVERNOR

LESLIE KIRWAN
SECRETARY

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May 9, 2007

Dear Cabinet Secretaries, Agency Heads, Legislators, Affirmative Market Program Coordinators and Purchasing Agents:

It is with great pleasure that I present you with the annual Affirmative Market Program (AMP) fiscal year 2006 report, which highlights the program's accomplishments in promoting full participation of minority and women owned business enterprises (M/WBEs) in public contracting. This is the sixteenth year of the AMP, which continues to make progress in fostering a diverse business community in the Commonwealth and thus strengthening our state's economy.

I am pleased to note that in fiscal year 2006, combined statewide M/WBE expenditures for goods and services totaled \$426,256,135, an increase of \$34,583,468 (or 8 percent) over last fiscal year's expenditures. Also, 54 of our 81 participating departments (or 65 percent) met or exceeded both their MBE and WBE benchmarks respectively, reflecting the hard work of the department coordinators and AMP Executive Director Monsi Quinones and the relationships they have built with M/WBEs.

The Patrick Administration is deeply committed to equal access in state contracting for all of our citizens and the goals and objectives of Executive Order 390. Moving forward, we will strive to build on the progress that has been made thus far and ensure the full involvement of M/WBEs in state contracting.

I look forward to working with all of you to promote a diverse business community and a strong economy.

Sincerely,

A handwritten signature in black ink that reads "Leslie A. Kirwan". The signature is fluid and cursive, with a long horizontal stroke at the end.

Leslie A. Kirwan
Secretary



The Commonwealth of Massachusetts
Executive Office for Administration and Finance
Operational Services Division
One Ashburton Place, Boston, MA 02108-1552



<http://www.Comm-PASS.com>

Deval Patrick
Governor

Leslie Kirwan
Secretary

Timothy Murray
Lieutenant Governor

Ellen Bickelman
State Purchasing Agent

TO: Monserrate Quinones, Executive Director
Affirmative Market Program

FROM: Ellen Bickelman, State Purchasing Agent

DATE: April 2007

RE: Affirmative Market Program

FY 2006 was one of the most successful and productive years for the Affirmative Market Program as AMP department coordinators and the AMP Business Advisory Board continued their commitment to maintaining and improving past performance. The focus and dedication of those involved with AMP on increasing Commonwealth spending with certified minority and women-owned businesses is a critical factor to AMP's success. A review of FY 2006 accomplishments must mention the FY 2007 budget where the Legislature appropriated, for the first time since the AMP moved to the Operational Services Division, funding to support the program and will support the hiring of two additional staff.

In fiscal year 2006, the combined total of M/WBE statewide expenditures for Goods and Services was \$426,256,135, which represents an increase of \$34,583,468 or 8% over FY 2005 statewide spending. This is a positive indicator that departments continue to be cognizant of their responsibilities under Executive Order #390 and are contracting with certified minority and women owned companies to meet their commodity and service needs whenever possible.

Some additional statistics and accomplishments:

- In Fiscal Year 2006 there was a total of 131 WBE's participating on statewide contracts (an increase of 3 over FY'05).
- In Fiscal Year 2006 there was a total of 82 MBE's participating on statewide contracts (a decrease of 13 from FY'05).
- In FY 2006, the total MBE subcontractor participation on Statewide Contracts was \$5,016,660 which represents an increase of \$1,750,878 or 55% over FY 2005 spending.
- In FY 2006, the total WBE subcontractor participation on Statewide Contracts was \$2,061,107 which represents an increase of \$1,775,405 or 720% over FY 2005 spending.
- The AMP Business Advisory Board continued its focus on Outreach and Education, meeting with members of the Administration, the Legislature (both House and Senate) and Community Leaders to explain the importance of the AMP and request their support of the program. The appropriation of FY 2007 funding for the AMP was the result of the tenacity and commitment of the AMP Business Advisory Board.
- Free Business to Business Mentoring Program – The AMP Board continued to provide mentoring services to minority and women owned businesses.
- The AMP Executive Director worked closely with the Quality Assurance Team at OSD to include objectives and performance measures as outlined in EO #390 to be utilized when OSD Quality Assurance conducts departmental site visits.

I would like to acknowledge the hard work of the department AMP coordinators who, along with the tireless efforts of Monserrate Quinones, the AMP Director, deserve much of the credit for the annual accomplishments of the program. A special thanks to Ellen Phillips, Deputy State Purchasing Agent and OSD's Procurement Directors, Procurement Managers and support staff whose help and endorsement make the continued growth and success of the AMP Program possible.

I look forward to another successful year of increased opportunities for certified minority and women owned businesses and to working with you and the AMP Coordinators in FY 2007.



The Commonwealth of Massachusetts
Executive Office for Administration and Finance
Operational Services Division
One Ashburton Place, Boston, MA 02108-1552



Deval Patrick
Governor

Timothy Murray
Lieutenant Governor

<http://www.mass.gov/osd>
Leslie Kirwan
Secretary

Ellen Bickelman
State Purchasing Agent

To: All Executive Branch Department Heads, Affirmative Market Program Coordinators and
Minority & Women-Owned Businesses

From: Monserrate Quinones, Executive Director, Affirmative Market Program (AMP)

Date: April 2007

Re: Fiscal Year 2006 AMP Summary

I am pleased to present the Commonwealth's Affirmative Market Program (AMP) annual report for fiscal year 2006 featuring the successful outcomes working with certified Minority- and Women-Owned Businesses (M/WBE) in all four contracting areas including goods, services, construction and design. The AMP team made up of its Business Advisory Board, Department Coordinators and Procurement Managers are committed to meeting and expanding program benchmarks as evidenced by the results outlined in this report. Here is some program information and highlights for FY06.

Affirmative Market Program:

One of the major functions of the AMP is its enforcement of *Executive Order 390*. In this capacity the AMP is responsible for tracking participating AMP department procurement expenditures in the areas of goods, services, construction and design with certified M/WBEs. One of the integral components and quantitative tools the AMP Executive Director uses each fiscal year to monitor department performance and participation with M/WBEs is an established benchmarking process. Each participating AMP department/authority establishes a separate dollar benchmark at the beginning of each fiscal year individually for MBEs and WBEs. These dollar benchmarks allow the AMP executive director, coordinators, and their respective departments to track expenditure achievements at the end of the given fiscal year.

AMP Department MBE Expenditure Data: FY06

The FY06 MBE Statewide Discretionary Budget for AMP participating state entities was \$3,905,352,544, MBE spending of \$190,637,438 represents 4.88% of this total.

The FY06 MBE spending for Goods and Services total is \$190,637,438, an \$3,199,458 increase or 2% above FY05 total of \$187,437,980.

54 of 81 Departments or 64% met MBE Goods and Services benchmarks for FY06.

AMP Department WBE Expenditure Data: FY06

The FY06 WBE statewide discretionary budget for AMP participating state entities was \$3,905,352,544, WBE spending of \$235,618,697 represents 6.03% of this total in Goods and Services.

The FY06 WBE spending of \$235,618,697 is an \$31,254,010 increase or 13.26% over the FY05 spending of \$204,364,687.

In FY06, 55% or 6 out of 11 participating Secretariats met or exceeded their WBE benchmark.

The FY06 WBE construction expenditures of \$62,822,394 is a \$8,401,353 or 15.44% increase over the FY05 Spending of \$54,421,041.

The FY06 WBE design expenditures of \$2,314,915 is a \$1,006,732 or 76.96% increase over the FY05 Spending of \$1,308,183.

AMP Department MWBE Combined Expenditure Data: FY06

In fiscal year 2006, the combined total spending of M/WBE statewide expenditures for Goods and Services was \$426,256,135, an increase of \$34,583,468 or 8% over FY05 statewide spending.

MWBE Subcontractors on Statewide Contracts

In FY06 the total Statewide Contract's MBE subcontractor participation totaled \$5,016,660, this is an increase of \$1,750,878, or 55% over last fiscal year.

In FY06 the total Statewide Contract's WBE subcontractor participation totaled \$2,061,107, this is an increase of \$1,775,405, or 720% over last fiscal year.

Program Services & Events: AMP Statewide Events

The Meet the "M/WBE Vendor" Fiscal Year 2006 Kick Off Statewide Event

- Nearly 400 attendees participated including M/WBEs, Prime Contractors on Statewide contracts and other public officials and staff.

3rd Annual Legislative Breakfast

- Over 140 participants attended this event. This is over double the previous year's attendance. State Senators and Representatives spoke of their support of the program and its mission.

Department Head Meeting

- This is the first time that department heads, coordinators, board members and the AMP met to discuss challenges and opportunities for expanding participation of M/WBEs on state contracting.

AMP RFR Language:

- Developed the Procurement AMP RFR Template Language and the "AMP Strategies for PMT-Contract Managers" to increase certified vendor partnerships and use on statewide contracts.
- Created policies for departments that strengthen and maximize use of certified vendors on all types of contracts.

Vendor Procurement Trainings:

- Offered 3 Vendor Procurement Workshops and trained about 150 M/WBEs on marketing to public entities the state procurement process.

On Call Assistance

- On call services offered to hundreds of stakeholders fielding questions ranging from how to fill out AMP Plans to how to draft AMP RFR Language.

Outreach- Newsletters: *The M/WBE Talk (AMP):*

- Edited, wrote and decimated 4 quarterly newsletters

AMP Website:

- Completed AMP's website improvement project that included redesigning all pages and reorganizing information.
- Created new resources documents posted for all users including vendors/bidders and departments to assist in the procurement process.
- Updated all information including the Coordinators list.

- Worked with the MIS unit and Mass.Gov to make appropriate changes.
- Revised the intranet site including the CIW AMP Dept. Spend Report.

AMP Business Advisory Board Initiatives: AMP Funding

- Historical Results
- Successfully working with the Legislature obtained program funding in the state budget that would increase staffing (2 additional managers) and services.

3rd annual AMP Legislative Caucus

- Approximately 140 attendees including members of State Legislative offices, state department representatives and minority and women-owned business owners.

Outreach & Education

- Meeting with members of the Administration, Legislature (House & Senate) and Community Leader

Free Business to Business Mentoring Program

- To date over 100 M/WBEs have been assisted with successful results
- In FY07 21 protégés are enrolled

Advanced Business to Business Vendor Training Workshop

- Sponsoring the Board led training for certified vendors 3rd annual Training offered to 50-60 certified M/WBEs familiar with state bidding process

AMP Monitoring and Compliance

- Held 6 monthly coordinator's meetings with department coordinators.
- Held the "Meet the Vendor Series" where 12 M/WBEs participated

OSD Quality Assurance:

- AMP performance reports provided for all QA visits included for department reviews

Economic Development & Support:

- Helping to increase M/WBE vendor pools via SOMWBA certification workshops and outreach initiatives
- Assisting with economic development strategies and or assisting with other activities statewide
- Developing contracting policies and procedures that maximize M/WBE access in public contracting
- Educating prime contractors on the importance of the AMP and the development of subcontracting relationships and partnerships with M/WBEs
- Working with OSD Procurement Managers and Department AMP Coordinators to develop successful comprehensive approaches in all their procurements.

Thank you for another successful year. I look forward to working together with each of you in FY07.

May, 2007

AN UPDATE...

From The Affirmative Market Program's Business Advisory Board

The Affirmative Market Program's (AMP) Business Advisory Board hereby presents a report on its activities and progress for Fiscal Year 2006. During FY06 the Board continued to work closely with representatives from the Governor's Office, the Massachusetts Caucus of Women Legislators, the Massachusetts Black Legislative Caucus, Monsi Quinones, the Executive Director for the Affirmative Market Program (AMP), the State Purchasing Agent, staff from the Operational Services Division (OSD), AMP Department Coordinators and the certified vendor community to ensure that women and minority businesses not only have the opportunity to know about available contracts in the state's contracting system but that they also have the opportunity to bid on and be awarded these contracts.

The foundation of the Affirmative Market Program is the Governor's Executive Order 390. The intent of this executive order is to promote equality in the market and, to that end, to encourage full participation of minority and women-owned businesses in all areas of state contracting, including contracts for construction, design, goods and services.

Throughout fiscal year 2006 the Advisory Board worked to insure that the Affirmative Market Program persisted in its primary mission under the executive order to increase participation of all women and minorities in business within the procurement system. In our quest, we fully realize that without the continuous aid and support of all stakeholders mentioned above, the AMP could not achieve these important objectives. In fact, the millions of dollars the Commonwealth currently spends doing business with women and minority businesses for goods, services, including health and human services, construction and design contracts are the best evidence of all our endless efforts.

During FY06 some of the accomplishments and contributions executed by our Board in our efforts to maximize positive outcomes for the certified vendor community include the following.

AMP Business Advisory Board FY 06 Initiatives:

- **Outreach & Education**

Meetings with members of the Administration, the House & Senate, and Community Leaders.

- **Statewide Events: 3rd Annual Legislative Breakfast**

In FY06 – Event attendance doubled last year's turnout, growing from 70 to over 150 attendees.

- **Free Business to Business Mentoring Program**

To date over 98 M/WBEs have been assisted (29 in FY 06).

- **3rd Annual Advanced Vendor Training Workshop**

Training offered to over 50 certified M/WBEs familiar with state bidding process

- **Statewide Department Head Strategic Meeting**

This focused on educating executive branch departments on AMP objectives and in meeting their fiscal year benchmarks.

- **Specific Funding for the Affirmative Market Program**

Line item #1775-1101 is in the House budget: For the operation of the affirmative marketing program, housed within the operational services division, for costs associated with the administration of services for minority and women business owners to develop and maintain equitable practices and policies in the public marketplace \$298,588.

This has been an especially rewarding year for Minority and Women Business Enterprises and the entire AMP Business Advisory Board.

Affirmative Market Program



Monserate Quiñones
Executive Director

Executive Office for Administration and Finance

Operational Services Division
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EXECUTIVE SUMMARY

INTRODUCTION AND SUMMARY OF FINDINGS

The FY06 Affirmative Market Program Annual Report highlights the Commonwealth's procurement activity with SOMWBA certified Minority-and Women Business Enterprises (M/WBEs) from July 1, 2005 through June 30, 2006.

One of the major functions of the AMP is its enforcement of *Executive Order 390* (see Appendix A). In this capacity the AMP is responsible for tracking participating AMP department procurement expenditures in the areas of goods, services, construction and design with certified M/WBEs. One of the integral components and quantitative tools the AMP Executive Director uses each fiscal year to monitor department performance and participation with M/WBEs is an established benchmarking process. Each participating AMP department/authority establishes a separate dollar benchmark at the beginning of each fiscal year individually for MBEs and WBEs. These dollar benchmarks allow the AMP executive director, coordinators, and their respective departments to track expenditure achievements at the end of the given fiscal year.

It is important to note that expenditures tracked and reported in the statewide totals as highlighted in the FY06 Annual Report are state dollars only. Agencies that include federal dollars as part of their overall budget and have spent federal dollars with M/W/DBEs have the opportunity to include such information as part of their Secretariat Narratives; however those expenditures are not reflected in our totals. The participating Secretary or Department Head submits the Secretariat Narratives you will find throughout the FY06 Report to the AMP executive director. These narratives provide further detail and information in relation to the final M/WBE expenditures and benchmark achievement for their respective agencies under the Secretariat umbrella. Often times, the expenditures reported to the AMP, cannot fully reflect the concerted effort or the commitment of its staff to our M/WBE community and our program. In certain instances, a department's inability to meet its M/WBE benchmarks can be attributed to several outside factors. Below, we have cited just a few examples:

- A certified vendor is up for re-certification; however the vendor opts not to submit the required documentation, therefore losing its M/WBE status. The vendor may continue doing business with the Commonwealth; however the AMP can no longer track those expenditures, as they do not account for AMP spending.
- In the middle of a fiscal year a certified vendor is purchased by a non-minority and/or woman-owned entity. If the new ownership of the business does not comprise at least 51% minority or woman owned it does not meet the certification criteria.
- A certified vendor decides to no longer be in business.

These are just a few examples of the challenges that some of our participating state entities may face during the fiscal year in relation to meeting their established MBE and WBE spending benchmarks. The AMP Executive Director continues to assist department coordinators overcome these and other challenges via some of the following methods:

- Helping to increase M/WBE vendor pools
- Assisting with economic development strategies and/or activities
- Developing contracting policies and procedures that maximize M/WBE access
- Educating prime contractors on the importance of the AMP and the development of subcontracting relationships and partnerships with M/WBEs.

The contents of the FY06 Affirmative Market Program Annual Report provides further insight and information into each Secretariat's unique procurement needs and relationships with M/WBEs. Additionally, benchmark achievement information for individual departments represented by the Secretariat is also reported in detail.

The following table highlights those Secretariats whose combined department totals met or exceeded their Secretariat M/WBE Benchmarks for FY06.

FY06 Secretariat AMP Benchmark Achievement

Secretariat	MBE Benchmark	WBE Benchmark
Executive Office of the Governor	+	
Executive Office for Administration & Finance	+	+
Executive Office of Environmental Affairs	+	+
Executive Office of Health & Human Services	+	+
Executive Office of Public Safety	+	+
Executive Office of Transportation & Construction	+	+
Massachusetts Turnpike Authority	+	+
Executive Office of Economic Development	+	
Department of Education		
Department of Housing & Community Development		
MassHousing		

+ *met or exceeded benchmark*

MINORITY BUSINESS ENTERPRISE FISCAL YEAR 2006 HIGHLIGHTS

	FY04	FY05	FY06
GOODS & SERVICES	\$192,347,938	\$187,437,980	\$190,637,438
CONSTRUCTION	\$57,593,046	\$52,696,616	\$57,017,800
DESIGN	\$29,024,672	\$5,416,714	\$4,125,790
TOTAL	\$278,965,656	\$245,551,310	\$251,781,028

- The FY06 MBE spending for Goods and Services total \$190,637,438 is a \$3,199,458 increase or 1.5% above FY05 totals.
- The FY06 MBE Construction Expenditures total \$57,017,800 an increase of \$4,321,184 or 8.2% over FY05 totals.
- The FY06 MBE Statewide Discretionary Budget for AMP participating state entities was \$3,905,514,453; MBE spending of \$190,637,438 represents 4.88% of this total.
- 54 of 81 Departments or 64% met MBE Goods and Services benchmarks for FY06.

We are excited to note that there were significant MBE Expenditure increases for several Secretariats in FY06. Here are just a few examples:

- The Executive Office Health and Human Services Secretarial FY06 MBE expenditures of \$139,413,985 account for 73% of the total statewide MBE expenditures of \$190,637,438.
- The Executive Office of Public Safety & Homeland Security increased its FY06 MBE expenditures by an amazing 122%, from \$1,001,220 in FY05 to an impressive \$2,229,448 in FY06.
- The Registry of Motor Vehicles also increased their MBE expenditures an astonishing 140% in FY06, from \$190,130 in FY05 to \$455,330 in FY06.
- The Department of Transitional Assistance FY06 MBE expenditures of \$13,963,940 in FY06 account for a 31% increase over its FY05 MBE expenditures of \$10,660,177.
- The Department of Labor, Division of Occupational Safety increased MBE spending in FY06 by 56%, going from \$39,984 in FY05 to \$62,330 in FY06.
- The Massachusetts Office on Disability is proud to report that its MBE benchmark was exceeded by 90% and its WBE benchmark was exceeded by 70%.
- The Criminal History Systems Board increased MBE spending by over 100% in FY06, from \$298,622 in FY05 to \$691,890 in FY06.
- The Executive Office of Public Safety doubled its MBE spending FY06, from \$1,001,220 in FY05 to \$2,229,448 in FY06.

- The Department of Conservation and Recreation increased its MBE spending by 11.66% in FY06, from \$2,636,799 in FY05 to \$3,365,865 in FY06.
- The Department of Elder Affairs increased its MBE spending by 13.61% in FY06, from \$18,670,440 in FY05 to \$21,612,796 in FY06.
- The Merit rating board more than tripled its MBE spending by in FY06, from \$50,217 in FY05 to \$176,996 in FY06.
- The Executive Office of Transportation and Construction Secretarial increased its MBE spending by 9.63% in FY06, from \$951,271 to \$1,042,881.
- 8 out of 11 Secretariats or 74.42% met MBE Goods and Services benchmarks for FY06.

WOMEN BUSINESS ENTERPRISE FISCAL YEAR 2006 HIGHLIGHTS

	FY04	FY05	FY06
GOODS & SERVICES	\$175,377,762	\$204,234,687	\$235,618,697
CONSTRUCTION	\$28,376,739	\$54,421,041	\$62,822,394
DESIGN	\$2,132,004	\$1,308,183	\$2,314,915
TOTAL	\$205,886,505	\$259,963,911	\$300,756,006

- The FY06 WBE spending for Goods and Services total \$235,618,697 is a \$31,254,010 or 13.26% increase over the FY05 Spending of \$204,364,687.
- The FY06 WBE construction expenditures of \$62,822,394 is a \$8,401,353 or 15.44% increase over the FY05 Spending of \$54,421,041.
- The FY06 WBE statewide discretionary budget for AMP participating state entities was \$3,905,514,453; WBE spending of \$235,618,697 represents 6.03% of this total in Goods and Services.
- The FY06 WBE design expenditures of \$2,314,915 is a \$1,006,732 or 76.96% increase over the FY05 Spending of \$1,308,183.
- 54 of 81 Departments or 66.77% met WBE Goods and Services benchmarks for FY06.

We are excited to note the following FY06 accomplishments of our Secretariats with WBEs. Here are a few examples:

- The Massachusetts Turnpike Authority increased its expenditures 552% in FY06, going from \$626,254 in FY05 to \$3,457,090 in FY06.
- Division of Capital Asset Management and Maintenance increased its FY06 WBE Goods and Services expenditures by 125% from \$563,806 in FY05 to \$1,268,780 in FY06.

- In FY06, 55% or 6 out of 11 participating Secretariats met or exceeded their WBE benchmark.
- Over the past two fiscal years, the Department of Youth Services has increased its FY06 WBE Goods and Services expenditures by over 500% from \$719,591 in FY04 to \$4,008,035 in FY06.
- Department of Veterans' Services increased its FY06 WBE Goods and Services expenditures by 120% from \$159,949 in FY05 to \$351,017 in FY06.
- The Executive Office Health and Human Services (EOHHS) FY06 WBE expenditures of \$184,967,186 account for 78% of the total statewide WBE expenditures of \$235,704,393.
- The Office for Refugees and Immigrants increased its FY06 WBE Goods and Services expenditures by an amazing 53,337% from \$10,448 in FY05 to \$5,572,626 in FY06.
- The Department of Mental Retardation increased its FY06 WBE Goods and Services expenditures by 11.25% from \$48,664,374 in FY05 to \$54,833,923 in FY06.
- The Information Technology Division increased its FY06 WBE Goods and Services expenditures by 45% from \$1,584,275 in FY05 to \$3,488,377 in FY06.

FISCAL YEAR 2006 AFFIRMATIVE MARKET PROGRAM HIGHLIGHTS

The Affirmative Market Program's fifth year at the Operational Services Division has been a great success. Initiatives led by the AMP Business Advisory Board are major accomplishments to mention including the Business to Business Mentoring initiative, the Outreach Initiative, and the Department Benchmark Assistance initiative. The mentoring initiative started in FY04 and thus far has assisted nearly 100 minority- and women-owned businesses with providing support in the area of technical assistance, marketing approaches, the state bidding process to name some. The AMP Board's mission to assist and support departments and their coordinators with outreach to the certified business community has allowed for the continued growth in spending on a statewide level.

The Following Departments Increased and Exceeded Fiscal Year 06 Benchmarks:

MBE & WBE BENCHMARKS

Department of Agricultural Resources
 Department of Education
 Department of Public Health
 Executive Office of Health and Human Services
 Mass. Emergency Management Agency
 Mass. Turnpike Authority
 Operational Services Division

MBE BENCHMARKS

Bureau of State Office Buildings
 Department of Elder Affairs
 Department of Transitional Assistance
 Division of Health Care Finance and Policy
 Executive Office for Administration and Finance

Holyoke Soldiers Home
Mass Commission of Deaf and Hard of Hearing
Massachusetts Commission Against Discrimination
Merit Rating Board

WBE BENCHMARKS

Administrative Law Appeals
Department of Labor, Division of Occupational Safety
Department of Revenue

The Following Departments Met Fiscal Year 06 Benchmarks (Based on their 2-yr. Average Spend)

MBE & WBE BENCHMARKS

Board of Conciliation and Arbitration
Department of State Police
Department of Telecommunications and Energy
Division of Standards
Group Insurance Commission
Information Technology Division
Mass. Commission for Deaf & Hard of Hearing
Massachusetts Office on Disability
Office of Consumer Affairs and Business Regulation
Registry of Motor Vehicles
Teacher's Retirement Board

MBE BENCHMARKS

Board of Conciliation and Arbitration
Chief Medical Examiner
Criminal History Systems Board
Department of Fire Services
Department Workforce Development (includes DUA, DCS and DAT)
Division of Insurance
Division of Professional Licensure
Environmental Protection
Executive Office of Public Safety & Homeland Security
Executive Office of Transportation and Construction
Human Resource Division
Joint Labor Management Committee
Labor Relations Commission
Office of the Governor

WBE BENCHMARKS

Criminal Justice Training Council/Municipal Police Training Committee
Department of Corrections
Department of Fish and Game
Department of Mental Health
Division of Capital Asset Management and Maintenance
Division of Energy Resources
Environmental Protection
Massachusetts Development Disabilities Council

FISCAL YEAR 2004-2006

HISTORICAL SPENDING TREND BY SECRETARIAT

GOODS & SERVICES

The following table highlights those Secretariats whose combined department totals met or exceeded their Secretariat M/WBE Benchmarks for FY04 through FY06.

FY04-06 Secretariat AMP Benchmark Achievement

Secretariat	MBE Benchmark	WBE Benchmark
Executive Office of the Governor	+	+
Executive Office for Administration & Finance	+	+
Executive Office of Environmental Affairs		+
Executive Office of Health & Human Services		+
Executive Office of Public Safety		+
Executive Office of Transportation & Construction	+	
Massachusetts Turnpike Authority		
Executive Office of Economic Development	+	
Department of Education		
Department of Housing & Community Development		
MassHousing		

+ *met or exceeded benchmark*

The Following Departments Increased and Exceeded Fiscal Year Benchmarks for FY04 – FY06:

WBE BENCHMARKS

Mass Emergency Management Agency

The Following Departments Met Fiscal Year Benchmarks for FY04 – FY06 (Based on their 2-yr. Average Spend)

MBE & WBE BENCHMARKS

Mass Office on Disability

MBE BENCHMARKS

Department of Elder Services

Merit Rating Board

Division of Standards

WBE BENCHMARKS

Division of Capital Asset Management and Maintenance

Office of the State Comptroller

Department of Mental Health

Division of Capital Asset Management and Maintenance

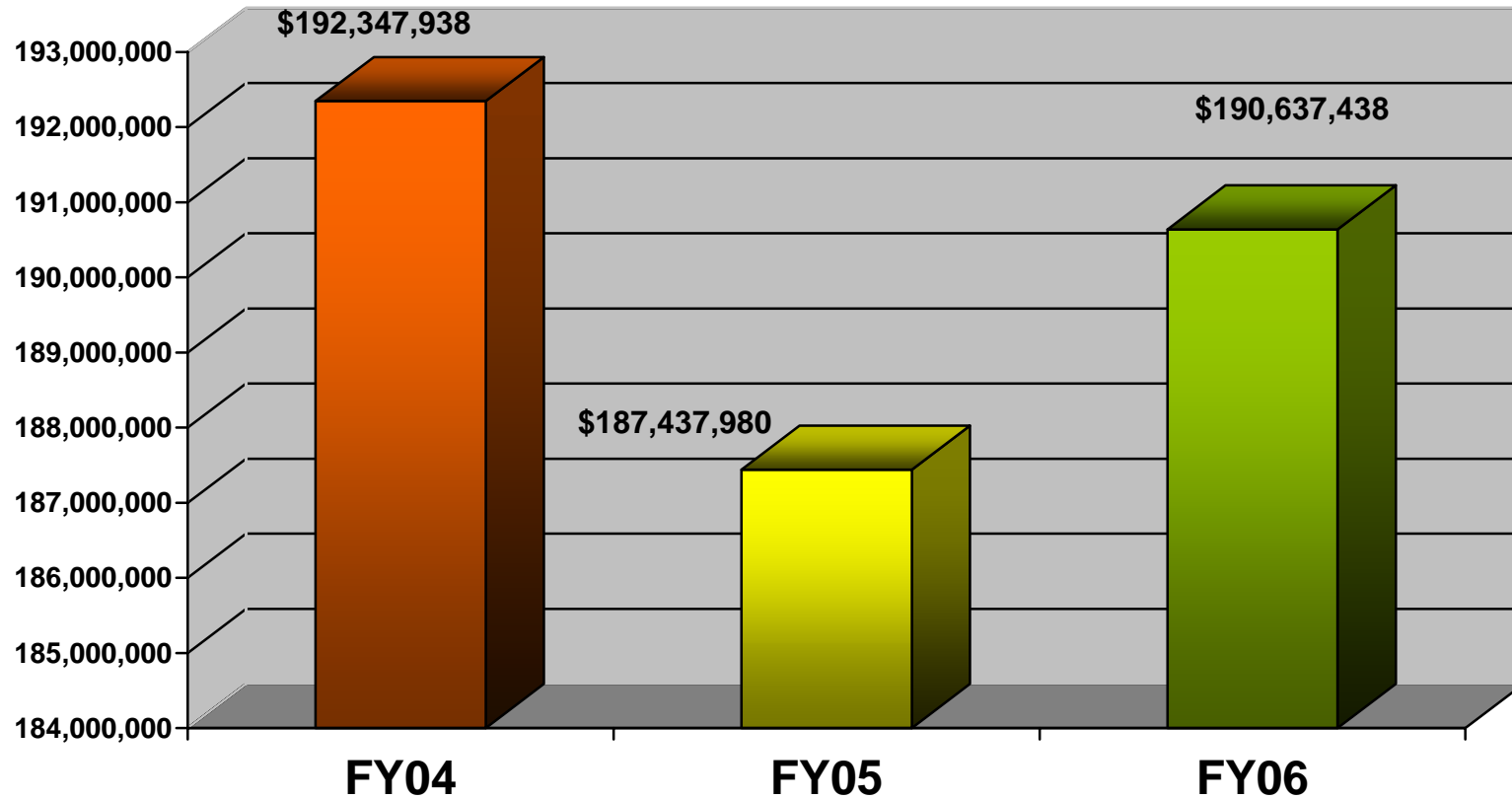
**HISTORICAL SPENDING TREND
GOODS & SERVICES
FY04-FY06**

MINORITY BUSINESS ENTERPRISES STATEWIDE EXPENDITURES			
	FY04	FY05	FY06
Office of the Governor	\$81,478	\$79,607	\$85,740
Executive Office for Administration & Finance	\$3,470,588	\$4,972,304	\$5,252,842
Executive Office of Environmental Affairs	\$909,700	\$3,322,363	\$4,302,969
Executive Office of Health and Human Services	\$176,885,407	\$168,423,206	\$139,413,985
Executive Office of Public Safety	\$5,085,491	\$5,365,150	\$7,396,116
Executive Office of Transportation and Construction (EOTC)	\$922,589	\$761,141	\$1,042,881
Massachusetts Turnpike Authority	\$434,860	\$292,543	\$658,467
Executive Office of Economic Development	\$1,709,518	\$1,798,094	\$1,884,938
Department of Education	\$1,326,596	\$1,463,440	\$29,712,025
Department of Housing and Community Development	\$165,038	\$51,997	\$47,633
MassHousing	\$1,356,703	\$908,135	\$839,842
STATEWIDE TOTAL	\$192,347,938	\$187,437,980	\$190,637,438

HISTORICAL SPENDING TREND

**GOODS & SERVICES
FY04-FY06**

**3 Year AMP Statewide Trend
MBE Goods and Services Statewide Expenditures**

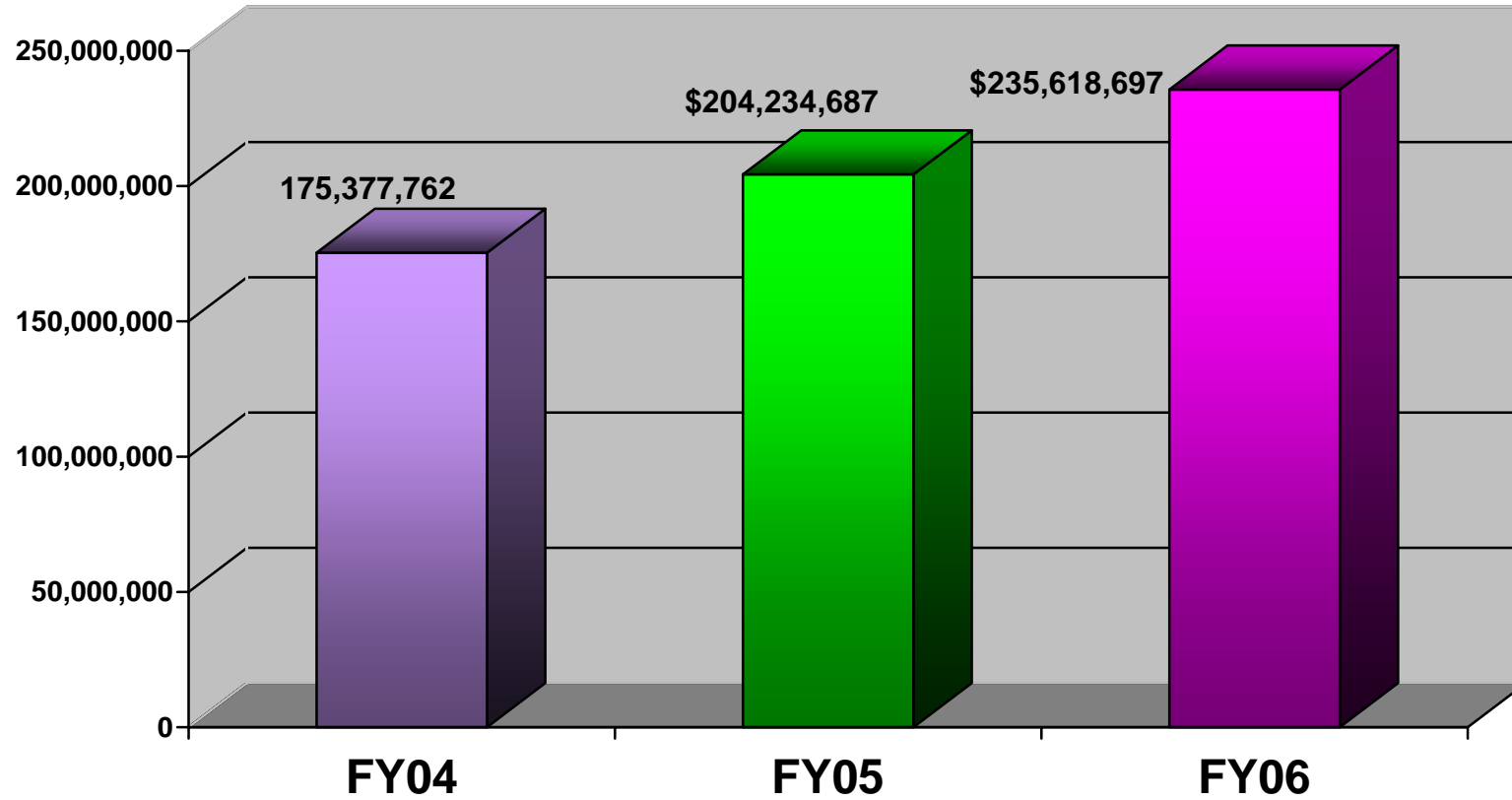


HISTORICAL SPENDING TREND

**GOODS & SERVICES
FY04-FY06**

WOMEN BUSINESS ENTERPRISES STATEWIDE EXPENDITURES			
	FY04	FY05	FY06
Office of the Governor	\$49,114	\$67,172	\$35,418
Executive Office for Administration & Finance	\$6,103,183	\$5,959,731	\$9,501,503
Executive Office of Environmental Affairs	\$3,231,297	\$3,850,729	\$5,187,255
Executive Office of Health and Human Services	\$149,405,686	\$182,602,202	\$184,967,186
Executive Office of Public Safety	\$6,356,326	\$5,147,453	\$5,713,506
Executive Office of Transportation and Construction	\$778,356	\$736,910	\$3,397,513
Executive Office of Economic Development	\$4,711,371	\$626,254	\$3,555,348
Department of Education	\$1,223,806	\$3,527,625	\$19,207,095
Department of Housing and Community Development	\$459,607	\$932,049	\$348,239
MassHousing	\$1,116,821	\$423,611	\$266,765
Mass Turnpike Authority (MTA)	\$918,818	\$360,951	\$3,457,090
STATEWIDE TOTAL	\$175,377,762	\$204,234,687	\$235,618,697

3 Year AMP Statewide Trend WBE Goods & Services Statewide Expenditures



FISCAL YEAR 2004-2006

HISTORICAL SPENDING TREND

CONSTRUCTION & DESIGN

SUMMARY OF MBE EXPENDITURES & AWARDS

Historical Spending Trend for Construction and Design Expenditures Minority Business Enterprise

Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	169,367,946	19,831,122	11.71%	20,237,315	2,181,134	10.78%
FY05	171,123,218	13,192,422	7.71%	18,241,786	1,761,896	9.66%
FY06	217,663,634	19,014,432	8.74%	21,299,287	1,984,641	9.32%

Department of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	40,866,975	4,626,142	11.32%	6,652,763	1,463,607	22%
FY05	38,246,403	4,589,568	12.00%	6,226,158	1,432,016	23%
FY06	38,153,144	5,973,071	15.66%	\$1,799,402	42,250	2.35%

MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	137,296,910	28,978,181	21.11%	28,705,658	23,832,865	83.02%
FY05	104,124,197	\$26,822,597	25.76%	0	0	
FY06	\$121,466,326	\$22,552,823	18.57%	0	0	

Massachusetts Highway Department

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	26,841,216	1,785,172	6.65%	12,581,847	1,540,789	12.25%
FY05	461,807,957	6,049,383	1.13%	13,156,743	2,200,898	16.73%
FY06	350,834,572	7,763,229	2.21%	41,037,364	2,098,900	5.11%

Massachusetts Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	30,165,484	2,267,301	7.52%	799,019	6,277	.79%
FY05	2,949,715	2,042,646	69.25%	21,904	21,904	100%
FY06	23,479,215	1,714,244	7.3%	55,162	0	0%

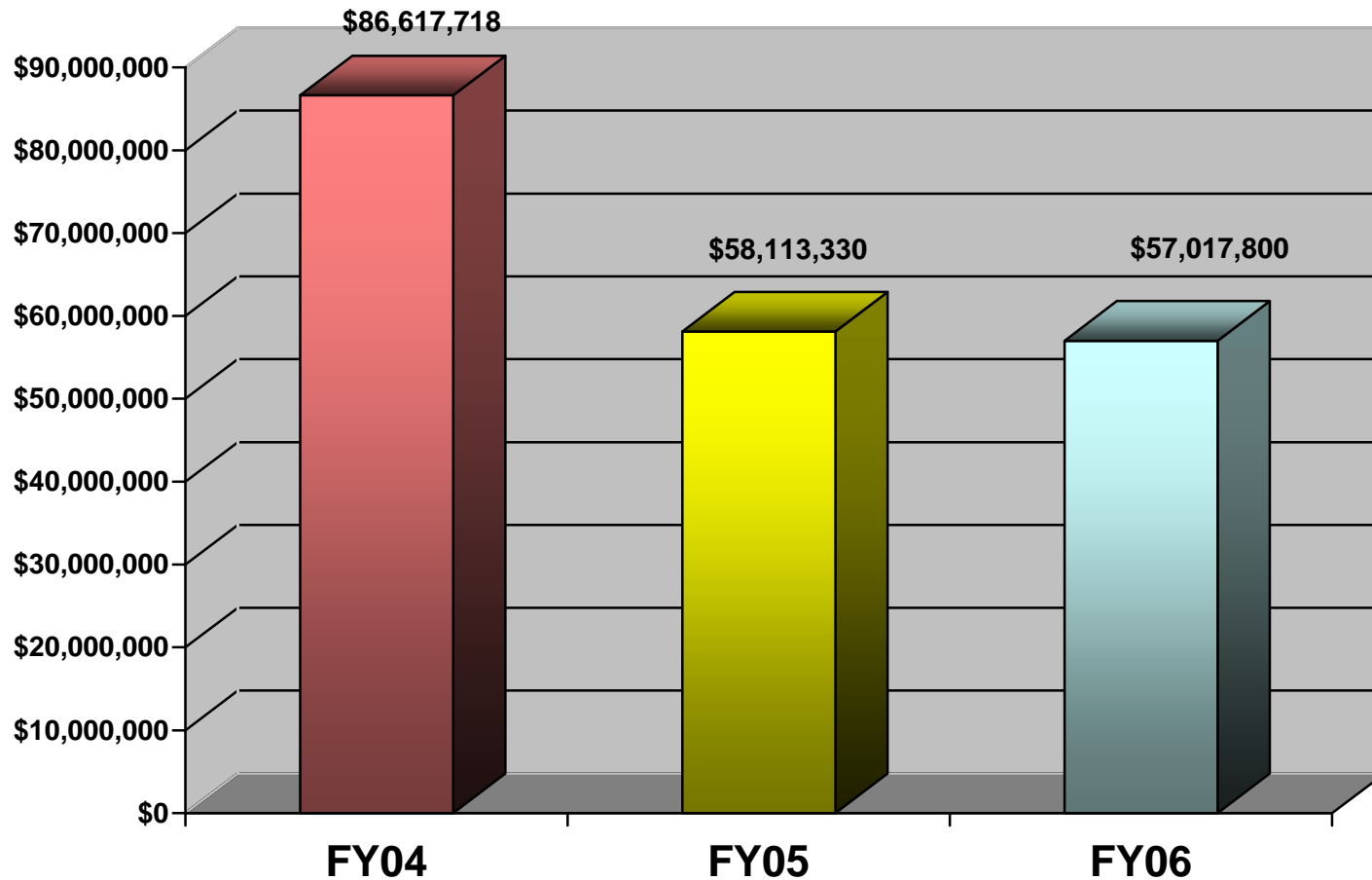
Combined Statewide Summary

Includes:

Division of Capital Asset Management and Maintenance
Department of Housing and Community Development
Massachusetts Highway Department
Massachusetts Turnpike Authority
MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	406,087,598	57,593,046	14.18%	68,990,609	29,024,672	42.07%
FY05	778,251,490	52,696,616	6.77%	37,646,591	5,416,714	14.39%
FY06	751,596,892	57,017,800	7.59%	\$64,191,215	\$4,125,790	6.43%

3 Year AMP Statewide Trend MBE Construction and Design Statewide Expenditures



Historical Spending Trend for Construction and Design Awards Minority Business Enterprise

Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY04	101,790,441	9,699,837	9.53%	4,325,159	630,850	14.59%
FY05	165,985,079	18,922,299.01	11.40%	8,993,582	622,647	6.92%
FY06	127,847,438	9,629,819	7.53%	15,735,385	1,433,639	9.11%

Department of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY04	66,504,698	5,001,153	7.52%	1,508,819	52,769	3.50%
FY05	42,962,725	6,719,565	15.64%	2,716,928	445,000	16.38%
FY06	11,214,182	1,564,806	13.95%	1,799,402	35,884	1.99%

MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Expenditures	Attained
FY04	206,328,179	42,641,286	20.67%	29,641,056	27,512,329	92.82%
FY05	152,944,867	42,380,306	27.71%	N/A	N/A	N/A
FY06	191,907,620	36,058,706	18.79%	N/A	N/A	N/A

Massachusetts Highway Department

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY04	83,642,450	4,767,755	5.70%	4,650,477	0	0%
FY05	87,852,970	6,734,578	7.67%	27,404,463	1,335,000	4.87%
FY06	79,617,000	9,422,441	11.83%	16,594,800	825,000	4.97%

Massachusetts Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY04	30,300,421	2,092,861	6.91%	0	0	N/A
FY05	2,357,018	1,995,013	84.64%	0	0	N/A
FY06	15,171,524	437,340	2.88%			

Combined Statewide Summary

Includes:

Division of Capital Asset Management and Maintenance
Department of Housing and Community Development
Massachusetts Highway Department
Massachusetts Turnpike Authority
MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total MBE	MBE %	Base	Total MBE	MBE %
	Awards	Awards	Attained		Awards	Attained
FY04	490,527,261	64,377,583	13.12%	43,566,127	29,124,179	66.85%
FY05	452,102,659	76,668,776	11.40%	39,114,973	2,402,647	6.14%
FY06	425,757,764	57,113,112	13.41%	34,129,587	2,294,523	6.72%

FISCAL YEAR 2004-2006

HISTORICAL SPENDING TREND

CONSTRUCTION & DESIGN

SUMMARY OF WBE EXPENDITURES & AWARDS

Historical Spending Trend for Construction and Design Expenditures Women Business Enterprise

Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	169,367,946	14,833,817	8.76%	20,237,315	663,660	3.28%
FY05	171,123,218	13,304,680	16.96%	18,241,786	829,480	4.55%
FY06	217,663,634	15,575,235	7.16%	21,299,287	1,724,343	8.10%

Department of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	40,866,975	1,969,788	4.82%	6,652,763	247,483	3.72%
FY05	38,246,403	2,870,175	7.50%	6,226,158	252,046	4.05%
FY06	38,153,144	1,860,746	4.88%	1,799,402	470,385	26.14%

MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	137,296,910	8,951,002	6.52%	28,705,658	1,185,332	4.13%
FY05	104,124,197	11,464,720	11.01%	N/A	N/A	N/A
FY06	121,466,326	17,723,301	14.59%	N/A	N/A	N/A

Massachusetts Highway Department

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	26,841,216	986,876	3.68%	12,581,847	22,644	0.18%
FY05	461,807,957	25,874,397	5.60%	13,156,743	226,657	1.72%
FY06	350,834,572	27,083,687	7.72%	41,037,364	119,462	0.29%

Mass Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	30,165,484	1,505,786	4.00%	799,019	12,885	1.61%
FY05	2,949,715	907,069	30.75%	\$21,904	0	0%
FY06	23,479,215.99	579,425.31	2.47%	55,162.00	726.00	1.32%

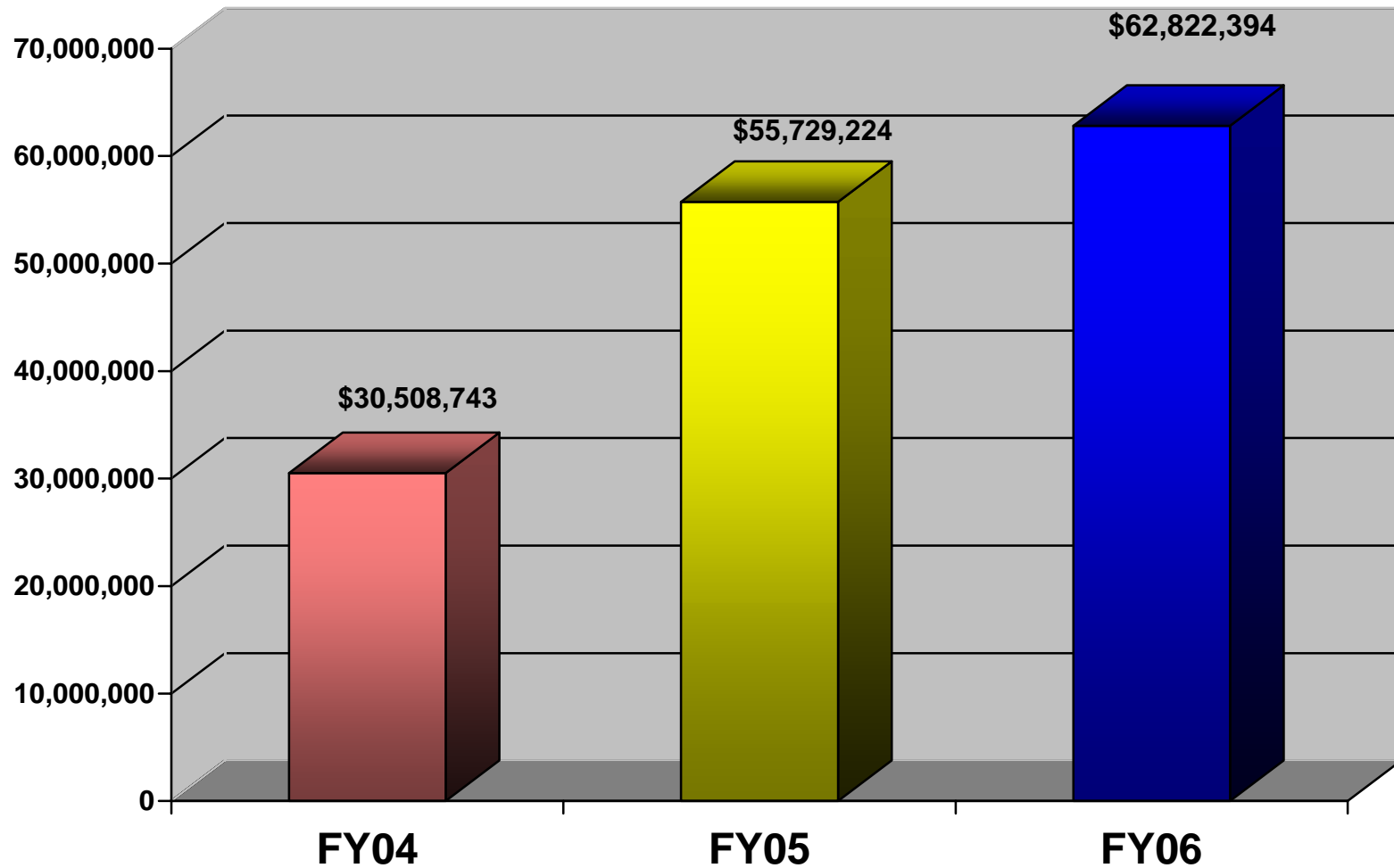
Combined Statewide Summary

Includes:

- Division of Capital Asset Management and Maintenance
- Department of Housing and Community Development
- Massachusetts Highway Department
- Massachusetts Turnpike Authority
- MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Expenditures	Expenditures	Attained		Expenditures	Attained
FY04	406,087,598	28,376,739	6.99%	68,990,609	2,132,004	3.09%
FY05	778,251,490	54,421,041	6.99%	37,646,591	1,308,183	3.47%
FY06	751,596,892	62,822,394	8.36%	64,191,215	2,314,915	3.61%

3 Year AMP Statewide Trend WBE Construction and Design Statewide Expenditures



Historical Spending Trend for Construction and Design Awards Women Business Enterprise

Division of Capital Asset Management and Maintenance

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY04	101,790,441	3,808,495	3.74%	4,325,159	483,951	11.19%
FY05	165,985,079	8,496,517	18.90%	8,993,582	837,703	9.31%
FY06	127,847,438	8,292,813	6.49%	15,735,385	431,220	2.74%

Department of Housing and Community Development

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY04	66,504,698	1,330,093	2.00%	1,508,819	223,000	14.78%
FY05	42,962,725	231,415	.54%	2,716,928	669,500	24.64%
FY06	11,214,182	1,469,878	13.11%	1,799,402	476,751	26.49%

MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY04	206,328,179	17,344,174	8.41%	29,641,056	1,378,590	4.65%
FY05	152,944,867	18,294,397	11.96%	N/A	N/A	N/A
FY06	191,907,620	29,834,868	15.55%	N/A	N/A	N/A

Massachusetts Highway Department

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY04	83,642,450	547,425	0.65%	4,650,477	0	0.00%
FY05	87,852,970	2,687,864	3.06%	27,404,463	725,000	2.65%
FY06	79,617,000	2,923,152	3.67%	16,594,800	1,367,000	8.24%

Mass Turnpike Authority

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY04	30,300,421	979,228	3.23%	0	0	N/A
FY05	2,357,018	362,005	15.36%	0	0	N/A
FY06	15,171,524.30	1,298,102.43	8.56%	0	0	N/A

Combined Statewide Summary

Includes:

Division of Capital Asset Management and Maintenance
Department of Housing and Community Development

Massachusetts Highway Department
Massachusetts Turnpike Authority
MassHousing

		CONSTRUCTION			DESIGN	
	Total	Total WBE	WBE %	Base	Total WBE	WBE %
	Awards	Awards	Attained		Awards	Attained
FY04	490,527,261	24,160,685	4.93%	43,566,127	2,189,541	5.03%
FY05	452,102,659	30,072,198	5.12%	39,114,973	2,232,203	5.71%
FY06	425,757,764	43,818,814	10.29%	34,129,587	2,274,971	6.67%

FISCAL YEAR 2006

STATEWIDE EXPENDITURE SUMMARY

**GOODS
&
SERVICES**

**MINORITY BUSINESS ENTERPRISES
&
WOMEN BUSINESS ENTERPRISES**

FY06 MBE Final Numbers Minority Business Enterprise Goods & Services

FY06 STATEWIDE BENCHMARKS

FY06 STATEWIDE BENCHMARKS	FY06 Disc. Base	2 Yr (04/05) Average	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub-Contractor Payments	Total FY06 Expenditures	Variance
Executive Office of the Governor	\$308,205	\$80,543	\$0	\$80,543	\$85,740	\$0	\$85,740	\$5,198
Executive Office for Administration & Finance	\$140,241,176	\$4,221,433	(\$1,961,509)	\$2,259,924	\$3,385,407	\$1,867,435	\$5,252,842	\$2,992,919
Executive Office of Environmental Affairs	\$60,178,238	\$2,115,967	\$34,689	\$2,150,656	\$4,178,294	\$124,675	\$4,302,969	\$2,152,313
Executive Office of Health & Human Services	\$2,900,357,152	\$133,086,615	\$3,306,261	\$136,392,876	\$132,881,342	\$6,532,643	\$139,413,985	\$3,021,109
Executive Office of Public Safety	\$366,030,171	\$5,180,055	(\$991,873)	\$4,188,182	\$4,365,067	\$3,031,049	\$7,396,116	\$3,207,934
Executive Office of Transportation and Construction	\$58,740,613	\$982,247	(\$444,257)	\$537,990	\$833,355	\$209,526	\$1,042,881	\$504,891
Massachusetts Turnpike Authority	\$42,400,000	\$363,702	\$185,803	\$549,505	\$658,467	\$0	\$658,467	\$108,963
Executive Office of Economic Development	\$58,896,194	\$1,753,807	(\$100,116)	\$1,653,691	\$1,480,002	\$404,936	\$1,884,938	\$231,247
Department of Education	\$263,541,388	\$40,450,733	\$679,207	\$41,129,940	\$29,605,579	\$106,446	\$29,712,025	(\$11,417,915)
Department of Housing and Community Development	\$4,141,390	\$108,523	\$0	\$108,523	\$46,375	\$1,258	\$47,633	(\$60,890)
MassHousing	\$10,679,926	\$1,132,419	(\$224,419)	\$908,000	\$839,842	\$235,158	\$1,075,000	\$167,000
TOTAL	\$3,905,514,453	\$189,476,042	\$483,786	\$189,959,828	\$178,100,233	\$12,537,205	\$190,637,438	\$677,610

FY06 WBE Final Numbers Women Business Enterprise Goods & Services

FY06 STATEWIDE BENCHMARKS

	FY06 Disc. Base	2Yr (04/05) Average	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub-Contractor Payments	Total FY06 Expenditures	Variance
Executive Office of the Governor	\$308,205	\$58,157	\$0	\$58,157	\$35,418	\$0	\$35,418	(\$22,739)
Executive Office for Administration & Finance	\$140,241,176	\$6,330,274	(\$948,199)	\$5,382,075	\$8,144,340	\$1,357,163	\$9,501,503	\$4,119,428
Executive Office of Environmental Affairs	\$60,178,238	\$3,552,967	\$17,797	\$3,570,764	\$5,135,467	\$51,788	\$5,187,255	\$1,616,491
Executive Office of Health & Human Services	\$2,900,357,152	\$140,028,561	\$8,668,833	\$148,697,394	\$175,106,638	\$9,860,548	\$184,967,186	\$36,269,793
Executive Office of Public Safety	\$366,030,171	\$5,354,901	(\$865,750)	\$4,489,151	\$5,657,573	\$55,933	\$5,713,506	\$1,224,355
Executive Office of Transportation and Construction	\$58,740,613	\$1,635,774	(\$76,218)	\$1,559,556	\$3,358,232	\$21,060	\$3,379,292	\$1,819,737
Massachusetts Turnpike Authority	\$42,400,000	\$772,536	\$394,662	\$1,167,198	\$3,457,090	\$0	\$3,457,090	\$2,289,892
Executive Office of Economic Development	\$58,896,194	\$4,242,551	(\$341,408)	\$3,901,143	\$3,423,898	\$131,450	\$3,555,348	(\$345,795)
Department of Education	\$263,541,388	\$26,206,829	\$370,432	\$26,577,261	\$19,169,762	\$37,333	\$19,207,095	(\$7,370,166)
Department of Housing and Community Development	\$4,141,390	\$441,731	\$0	\$441,731	\$346,796	\$1,443	\$348,239	(\$93,492)
MassHousing	\$10,679,926	\$738,886	(\$378,886)	\$360,000	\$155,505	\$111,260	\$266,765	(\$93,235)
TOTAL	\$3,905,514,453	\$189,363,164	\$6,841,263	\$196,204,427	\$223,990,719	\$11,627,978	\$235,618,697	\$39,414,270

FISCAL YEAR 2006

STATEWIDE SUMMARY

M/WBE Subcontracting On Statewide Contracts

FY06 Statewide Contract M/WBE Subcontracting Participation

Name of Contract	RFR #	Sub contractor MBE (Y or N)	Sub contractor WBE (Y or N)	Name of Subcontractor	MBE Totals	WBE Totals
Marketing	PRF26		Y	Fulfillment Plus		\$2,102.71
Marketing	PRF26	Y		New England Office Supply	\$177.25	
Marketing	PRF26	Y	Y	The Tucker Brown Group	\$23,875.00	\$23,875.00
Marketing	PRF26	Y		Market Street Research	\$28,460.00	
Marketing	PRF26		Y	Summit Press		\$30,049.00
Marketing	PRF26		Y	Rapport International		\$1,401.00
Marketing	PRF26		Y	Regina Villa		\$60,000.00
Marketing	PRF26		Y	Corbett and Lalli		318013
Prime Grocer	GRO14	Y		Westnet, Inc.	\$592,771.72	
Prime Grocer	GRO14		Y	M.R. Enterprises		\$8,076.57
Prime Grocer	GRO14		Y	Ann's Boston Brownies		\$1,197.80
Foodservice Equipment	GRO19		Y	Food Equipment Installation		
Foodservice Equipment	GRO19		Y	Food Equipment Installation		
Solution Providers	ITS23	Y	N	Xperttech	\$80,681.00	
Solution Providers	ITS23	Y	N	Xperttech	\$55,040.00	
Solution Providers	ITS23	N	Y	Eliassen		\$139,196.26
Solution Providers	ITS23	N	Y	GO Consulting Services		\$10,000.00
Solution Providers	ITS23	N	Y	Eliassen		\$676,105.00
Staff Aug General	ITS23	N	Y	KAM Associates, Inc		\$3,400.00
Staff Aug General	ITS23	N	Y	KAM Associates, Inc.		\$2,000.00
Staff Aug General	ITS23	Y	N	Softline Systems, Inc.	\$3,330.00	
Staff Aug General	ITS23	Y	N	BSST Software Group Inc dba: Boston Group (The)	\$132,563.25	
Staff Aug General	ITS23	Y	N	BSST Software Group Inc dba: Boston Group (The)	\$109,014.50	

Name of Contract	RFR #	Sub contractor MBE (Y or N)	Sub contractor WBE (Y or N)	Name of Subcontractor	MBE Totals	WBE Totals
Staff Aug General	ITS23	Y	Y	SAI Consulting, Inc.	\$18,025.00	\$18,025.00
Staff Aug VLO	ITS23	Y	N	BSST Software Group Inc dba: Boston Group (The)	\$45,202.00	
Staff Aug VLO	ITS23	Y	N	BSST Software Group Inc dba: Boston Group (The)	\$45,202.00	
Tech Specialists	ITS23	N	Y	Compass Learning and Performance, Inc		\$22,397.00
IT Hardware and Services	ITC16A		Y	Lasertone		\$25,903
IT Hardware and Services	ITC16A		Y	Laser Lightning		\$6,476
IT Hardware and Services	ITC16A		Y	System Software Support		\$18,490
IT Hardware and Services	ITC16A		Y	Maestri Consultants		\$8,300
IT Hardware and Services	ITC16A	Y		Astyra Corp.	\$2,521,964.00	
IT Hardware and Services	ITC16A		Y	C T S		\$2,850
IT Hardware and Services	ITC16A	Y		PJ Systems (HiQ Computers)	\$766,629.00	
IT Hardware and Services	ITC16A	Y		Terminal Exchange	\$28,154	
IT Hardware and Services	ITC16A	Y		Main Board Computer	\$10,800	
IT Hardware and Services	ITC16A		Y	Chameleon Consulting		\$6,000
Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services	OFF16	Y	Y	CAM Office Services, Inc.	\$184,885.89	\$184,885.89
Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services	OFF16	Y	Y	G & G Printing	\$1,375.00	\$1,375.00

Name of Contract	RFR #	Sub contractor MBE (Y or N)	Sub contractor WBE (Y or N)	Name of Subcontractor	MBE Totals	WBE Totals
Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services	OFF16		Y	Xpressman Courier		\$ 27,225.08
Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services	OFF16	Y		Printer & Fax Technology		\$36.00
Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services	OFF16	Y	Y	CAM Office	\$39,169.00	\$39,169.00
Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services	OFF16	Y	Y	CAM Office Supplies	\$21,909.64	\$21,909.64
Photocopiers, Printers, Facsimile Multifunctional Equipment, Supplies & Services	OFF16			Nelson Copy (WBE)-\$22323.62 CAM (M & WBE)- \$104597.00 GA Blanco (MBE) - \$140435.00	\$267,335.62	\$267,335.62
Office Supplies, Recycled Paper and Envelopes	OFF19	Y	Y	NEOS (M & WBE)- \$2026.89	\$ 2,026.89	\$2,026.89
Office Supplies, Recycled Paper and Envelopes	OFF19	Y	Y	NEOS-(M & WBE)	\$2,112.06	\$ 2,112.06
Office Supplies, Recycled Paper and Envelopes	OFF19		Y	Xpressman Courier- WBE		\$27,225.08
Office Supplies, Recycled Paper and Envelopes	OFF19			New England Office Supply (M & WBE)	\$27,033.53	\$27,033.53
OFF15 OFFSET PRINTING, COPYING AND MAILING SERVICES	OFF15			EASTERN LITHO- WBE (43650.00) CAM OFFICE SUPPLY (M & WBE- 4250.00		\$47,900.41
OFF15 OFFSET PRINTING, COPYING AND MAILING SERVICES	OFF15		Y	Eastern Litho Products- (WBE)		\$2,859.78
PBX Systems and Maintenance	ITT11	N	Y	Ryan Electronics Corp.		\$9,640.00

Name of Contract	RFR #	Sub contractor MBE (Y or N)	Sub contractor WBE (Y or N)	Name of Subcontractor	MBE Totals	WBE Totals
PBX Systems and Maintenance		Y	Y	New England Office Supply	\$8,784.72	\$8,784.72
PBX Systems and Maintenance		N	Y	Yankee Carpet		\$1,906.80
PBX Systems and Maintenance		Y	Y	Mallory Headsets	\$139.26	\$139.26
PBX Systems and Maintenance		N	Y	Onsite Communications		\$5,685.00
Grand Totals					\$5,016,660.43	\$2,061,107.10

FISCAL YEAR 2006

STATEWIDE SUMMARY

M/WBE Prime Vendors On Statewide Contracts

**AFFIRMATIVE MARKET PROGRAM
M/WBE PRIME VENDORS ON STATEWIDE CONTRACTS**

FY2006

Contract No.	Contract	Company Name	Phone	1st QtrFY06		2nd Qtr FY06		3rd Qtr FY06		4th Qtr FY06	
				MBE	WBE	MBE	WBE	MBE	WBE	MBE	WBE
CLT0400000000000000	UNIFORM APPAREL, FOOTWEAR & AC	ANDREAS POLICE SUPPLY INC	(508)821-5815	-	X	-	X	-	X	-	X
CLT0500000000000000	MISCELLANEOUS CLOTHING, FOOTWE	GRAPHIC PRODUCTIONS INC	(781)878-8828	-	X	-	X	-	X	-	X
Total Count of CLT Contracts: 2				0	2	0	2	0	2	0	2
CR0090000000000000	PRINTING SUPPLIES	JOHN KARL DIETRICH & ASSOCIATES INC	(617)868-4140	-	-	-	-	-	X	-	X
Total Count of CR0 Contracts: 1				0	0	0	0	0	1	0	1
ENE0900000000000000	DIESEL FUEL	CONTINENTAL FUELS INC	(617)354-5673	X	-	X	-	X	-	X	-
ENE2200000000000000	NO.2 HEATING FUEL	CONTINENTAL FUELS INC	(617)354-5673	X	-	X	-	X	-	X	-
ENE2200000000000000	NO.2 HEATING FUEL	EAST COAST PETROLEUM CORP	(781)297-7030	-	X	-	X	-	X	-	X
Total Count of ENE Contracts: 3				2	1	2	1	2	1	2	1
FAC2300000000000000	LANDSCAPING/SNOW REMOVAL SERVICES	HURST LANDSCAPING INC	(617)296-4062	X	-	X	-	X	-	X	-
FAC2300000000000000	LANDSCAPING/SNOW REMOVAL SERVICES	OROZCO CORP	(978)687-2152	X	X	X	X	X	X	X	X
FAC2500000000000000	CARPET & FLOORING PRODUCTS	NEW BEDFORD FLOOR	(508)996-0103	X	-	X	-	X	-	X	-
FAC2500000000000000	CARPET & FLOORING PRODUCTS	NOVA SHEEN CORPORATION	(617)442-0488	X	-	X	-	X	-	X	-
FAC2900000000000000	TRADESPERSONS	BOSTON WATER BUS SERVICES INC	(781)862-7973	-	X	-	X	-	X	-	X
FAC2900000000000000	TRADESPERSONS	CANTERBURY LANDSCAPING INC	(413)623-0100	-	X	-	X	-	X	-	X
FAC2900000000000000	TRADESPERSONS	COLLINS-CROCHIERE CONSTRUCTION	(413)596-5990	-	X	-	X	-	X	-	X
FAC2900000000000000	TRADESPERSONS	DRAIN SHOOTER INC	(781)331-0171	-	X	-	X	-	X	-	X
FAC2900000000000000	TRADESPERSONS	HURST LANDSCAPING INC	(617)296-4062	X	-	X	-	X	-	X	-
FAC2900000000000000	TRADESPERSONS	J & W CO INC	(978)534-6306	X	-	X	-	X	-	X	-
FAC2900000000000000	TRADESPERSONS	PARTS SERVICE INSTALLATION INC	(617)547-7898	X	-	X	-	X	-	X	-
FAC2900000000000000	TRADESPERSONS	SAFESOUND ACOUSTICS INC	(781)344-0407	-	X	-	X	-	X	-	X
FAC2900000000000000	TRADESPERSONS	SIGN DESIGN INC	(508)580-0094	-	X	-	X	-	X	-	X
FAC29A-B00000000000	TRADESPERSONS	BOSTON WATER BUS SERVICES INC	(781)862-7973	-	X	-	X	-	X	-	X
FAC29C-D00000000000	TRADESPERSONS	CANTERBURY LANDSCAPING INC	(413)623-0100	-	X	-	X	-	X	-	X
FAC29C-D00000000000	TRADESPERSONS	COLLINS-CROCHIERE CONSTRUCTION	(413)596-5990	-	X	-	X	-	X	-	X

						1st QtrFY06	2nd Qtr FY06	3rd Qtr FY06	4th Qtr FY06	X	-
FAC29H-J000000000000	TRADESPERSONS	J & W CO INC	(978)534-6306	X	-	X	-	X	-	X	-
FAC29N-R000000000000	TRADESPERSONS	PARTS SERVICE INSTALLATION INC	(617)547-7898	X	-	X	-	X	-	X	-
FAC29S-Z000000000000	TRADESPERSONS	SAFESOUND ACOUSTICS INC	(781)344-0407	-	X	-	X	-	X	-	X
FAC29S-Z000000000000	TRADESPERSONS	SIGN DESIGN INC	(508)580-0094	-	X	-	X	-	X	-	X
FAC29S-Z000000000000	TRADESPERSONS	WORKPLACE ESSENTIALS INC	(978)528-5733	-	X	-	X	-	X	-	X
FAC30000000000000000	ENVIRONMENTAL DIAGNOSTIC TESTING AND MONITORING SERVICES	FILLI LLC	(413)525-2332	-	X	-	X	-	X	-	X
FAC30000000000000000	ENVIRONMENTAL DIAGNOSTIC TESTING AND MONITORING SERVICES	PROSCIENCE ANALYTICAL SVCS INC	(781)935-3212	X	-	X	-	X	-	X	-
FAC32000000000000000	ASBESTOS/LEAD PAINT ABATEMENT	ABIDE INC	(413)525-0644	-	-	-	X	-	X	-	X
FAC32000000000000000	ASBESTOS/LEAD PAINT ABATEMENT	ACCUTECH INSULATION &	(413)583-5500	-	X	-	X	-	X	-	X
FAC32000000000000000	ASBESTOS/LEAD PAINT ABATEMENT	ATLANTIC BAY CONTRACTING INC	(617)782-4945	X	-	X	-	X	-	X	-
FAC32000000000000000	ASBESTOS/LEAD PAINT ABATEMENT	DEC-TAM CORPORATION	(978)470-2860	-	X	-	X	-	X	-	X
FAC32000000000000000	ASBESTOS/LEAD PAINT ABATEMENT	FRANKLIN ANALYTICAL SERVICES INC	(508)748-3156	-	X	-	X	-	X	-	X
FAC33000000000000000	SOLID WASTE/RECYCLING SVCS	CHARTER ENVIRONMENTAL INC	(978)658-2232	X	-	X	-	X	-	X	-
FAC34000000000000000	MOVING SERVICES	FIRST CHOICE OFFICE SVCS INC	(978)658-1515	X	-	-	-	-	-	-	-
FAC34000000000000000	MOVING SERVICES	HENRY F OWNES INC	(617)381-1000	X	-	-	-	-	-	-	-
FAC35000000000000000	PEST CONTROL SERVICES	PEST END INC	(978)794-4321	-	X	-	X	-	X	-	X
FAC42000000000000000	MOVING SERVICES/SURPLUS FURNITURE REMOVAL/DOCUMENT DESTRUCTI	FIRST CHOICE OFFICE SVCS INC	(978)658-1515	-	-	X	-	X	-	X	-
Total Count of FAC Contracts: 35				15	19	14	20	14	20	14	20
FIR02000000000000000	FIRE/EMS EQUIPMENT/SUPPLIES &	ADAMSON INDUSTRIES CORP	(978)681-0370	-	-	-	-	-	X	-	X
Total Count of FIR Contracts: 1				0	0	0	0	0	1	0	1
GRO06A-G00000000000A	CATERING SERVICES	C B CULLEN INC	(617)859-8007	-	X	-	X	-	X	-	X
GRO06A-G00000000000A	CATERING SERVICES	CIRRUS VENTURES LLC	(866)863-2571	X	-	X	-	X	-	X	-
GRO06H-M00000000000A	CATERING SERVICES	JULES CATERING INC	(617)628-5977	-	X	-	X	-	X	-	X
GRO06H-M00000000000A	CATERING SERVICES	JUSTICE RESOURCE INSTITUTE INC	(617)450-0500	-	X	-	X	-	X	-	X
GRO06N-Z00000000000A	CATERING SERVICES	URBAN FOOD PROJECT INC	(617)288-5155	X	-	X	-	X	-	X	-
GRO07000000000000000	FOODSERVICE EQUIPMENT	PARTS SERVICE INSTALLATION INC	(617)547-7898	X	-	X	-	X	-	X	-
Total Count of GRO Contracts: 6				3	3	3	3	3	3	3	3

						1st QtrFY06	2nd Qtr FY06	3rd Qtr FY06	4th Qtr FY06	X	-
HSP1300000000000000	LAB & MONITORING PROD: CLINICA	GLEN VALLEY INTERNATIONAL INC	(508)624-0700	X	-	X	-	X	-	X	-
HSP1800000000000000	MEDICAL EQUIPMENT, BEDS & FURN	GLEN VALLEY INTERNATIONAL INC	(508)624-0700	X	-	X	-	X	-	X	-
HSP1800000000000000	MEDICAL EQUIPMENT, BEDS & FURN	MEDICAL EQUIPMENT SPECIALISTS	(508)757-3390	X	-	X	-	X	-	X	-
HSP1800000000000000	MEDICAL EQUIPMENT, BEDS & FURN	WESTNET INC	(781)828-7772	X	-	X	-	X	-	X	-
HSP2100000000000000	MEDICAL & SURGICAL COMMODITIES	GLEN VALLEY INTERNATIONAL INC	(508)624-0700	X	-	X	-	X	-	X	-
HSP2100000000000000	MEDICAL & SURGICAL COMMODITIES	WESTNET INC	(781)828-7772	X	-	X	-	X	-	X	-
Total Count of HSP Contracts: 6				6	0	6	0	6	0	6	0
ITC0800000000000000	IT SUPPLIES AND ACCESSORIES	G A BLANCO & SONS INC	(413)528-9500	X	-	X	-	X	-	X	-
ITC0800000000000000	IT SUPPLIES AND ACCESSORIES	PJ SYSTEMS INC	(617)951-4650	X	-	X	-	X	-	X	-
ITC0900000000000000	TELCOM/DATA MAINTENANCE	COGHLIN ELECTRICAL	(508)793-0300	-	X	-	X	-	X	-	X
ITC16A00000000000000	PCS, PERIPHERAL AND SERVICES	COGHLIN NEWTWORK SERVICES INC	(508)793-0300	-	X	-	X	-	X	-	X
ITC16A00000000000000	PCS, PERIPHERAL AND SERVICES	FIRST WORLD INC	(617)731-6319	X	-	X	-	X	-	X	-
ITC16A00000000000000	PCS, PERIPHERAL AND SERVICES	PJ SYSTEMS INC	(617)951-4650	X	-	X	-	X	-	X	-
ITC16A00000000000000	PCS, PERIPHERAL AND SERVICES	SELECT SALES INC	(781)326-8600	-	X	-	X	-	X	-	X
ITC22DESIGNATEDDOE00	DATA ENTRY SERVICES	ARDEM INC	(908)864-0902	X	-	X	-	X	-	X	-
ITC22DESIGNATEDDOE00	DATA ENTRY SERVICES	IDEAL DATA INC	(201)998-9440	X	X	X	X	X	X	X	X
Total Count of ITC Contracts: 9				6	4	6	4	6	4	6	4
ITS23-BPR000000000000	IT SERVICES-BUSINESS PROCESS REENGINEERING	BRONNER GROUP LLC	(312)759-5101	-	X	-	X	-	X	-	X
ITS23-SOLUTIONPROV00	ITS23-SOLUTIONPROV00	IVESIA SOLUTIONS INC	(603)890-1010	X	-	X	-	X	-	X	-
ITS23-STAFFAUGCAT100	IT SERVICES - STAFF AUGMENTATION GENERAL PURPOSE	AMERICAN CONTRACT SERVICES INC	(617)796-8822	-	X	-	X	-	X	-	X
ITS23-STAFFAUGCAT100	IT SERVICES - STAFF AUGMENTATION GENERAL PURPOSE	AQUENT LLC	(617)535-5000	-	-	-	-	X	-	X	-
ITS23-STAFFAUGCAT100	IT SERVICES - STAFF AUGMENTATION GENERAL PURPOSE	EGI BUSINESS TRUST	(781)205-8181	-	X	-	X	-	X	-	X
ITS23-STAFFAUGCAT100	IT SERVICES - STAFF AUGMENTATION GENERAL PURPOSE	PEOPLESERVE INC	(617)469-9779	-	X	-	X	-	X	-	X
ITS23-STAFFAUGCAT200	ITS23-STAFFAUGCAT200	AMERICAN CONTRACT SERVICES INC	(617)796-8822	-	X	-	X	-	X	-	X
ITS23-STAFFAUGCAT200	ITS23-STAFFAUGCAT200	EGI BUSINESS TRUST	(781)205-8181	-	X	-	X	-	X	-	X
ITS23-STAFFAUGCAT200	ITS23-STAFFAUGCAT200	MORTEKSOLUTIONS INC	(781)885-2688	X	-	X	-	X	-	X	-
ITS23-STAFFAUGCAT200	ITS23-STAFFAUGCAT200	OVERTURE PARTNERS LLC	(781)449-0600	-	X	-	X	-	X	-	X

						1st QtrFY06	2nd Qtr FY06	3rd Qtr FY06	4th Qtr FY06	X	-
ITS23-STAFFAUGCAT200	ITS23-STAFFAUGCAT200	PEOPLESERVE INC	(617)469-9779	-	X	-	X	-	X	-	X
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	CHAMELEON CONSULTING INC	(781)337-6331	-	X	-	X	-	X	-	X
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	COMPUWORKS SYSTEMS INC	(781)224-1113	-	X	-	X	-	X	-	X
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	COPLEY TECHNOLOGY GROUP INC	(781)329-6620	X	-	X	-	X	-	X	-
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	FARRINGTON ASSOCIATES INC	(781)487-7054	X	-	X	-	X	-	X	-
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	JJJ MICROSYSTEMS INC	(978)689-7497	X	X	X	X	X	X	X	X
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	KYRAN RESEARCH ASSOCIATES INC	(401)849-7734	-	X	-	X	-	X	-	X
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	MICROSEARCH CORPORATION	(800)895-0212	-	X	-	X	-	X	-	X
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	MORTEKSOLUTIONS INC	(781)885-2688	X	-	X	-	X	-	X	-
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	PRESIDENCY SYSTEMS INC	(617)271-3972	X	-	X	-	X	-	X	-
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	SPELLMAN CONSULTING LLC	(617)584-4545	-	-	-	-	-	-	-	X
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	STELLAR CORP	(781)863-0101	X	-	X	-	X	-	X	-
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	STRATEGIC SOLUTIONS GROUP LLC	(781)608-4936	-	-	-	-	-	-	-	X
ITS23-TECHSPEC000000	IT SERVICES - TECHNICAL SPECIALISTS	TWOSEVEN INC	(804)339-5890	-	X	-	X	-	X	-	X
Total Count of ITS Contracts: 24				8	14	8	14	9	14	9	16
ITT100000000000000000	2-WAY RADIO EQUIPMENT	COMTRONICS CORP	(617)770-0212	-	X	-	X	-	X	-	X
Total Count of ITT Contracts: 1				0	1	0	1	0	1	0	1
MED250000000000000000	MAINT & REPAIR MED & LAB EQUIP	GLEN VALLEY INTERNATIONAL INC	(508)624-0700	X	-	X	-	X	-	X	-
Total Count of MED Contracts: 1				1	0	1	0	1	0	1	0
OFF010000000000000000	OFFICE SUPPLIES,STOCKLESS	NEW ENGLAND OFFICE SUPPLY	(781)794-8800	X	X	-	-	-	-	-	-
OFF030000000000000000	OFFICE FURNISHINGS	G A BLANCO & SONS INC	(413)528-9500	X	-	X	-	X	-	X	-
OFF030000000000000000	OFFICE FURNISHINGS	NELSON COPY SUPPLY CO INC	(781)878-4474	-	X	-	X	-	X	-	X
OFF030000000000000000	OFFICE FURNISHINGS	NEW ENGLAND OFFICE SUPPLY	(781)794-8800	X	X	X	X	X	X	X	X
OFF030000000000000000	OFFICE FURNISHINGS	ROY V LEONARD CO INC	(781)331-4440	-	X	-	X	-	X	-	X
OFF040000000000000000	AUDIOVISUAL	NEW ENGLAND OFFICE SUPPLY	(781)794-8800	X	X	X	X	-	-	-	-
OFF100000000000000000	DIGITAL DUPLICATING EQUIPMENT	CAM OFFICE SERVICES INC	(781)932-9868	X	X	X	X	X	X	X	X
OFF120000000000000000	BOXES, RENTAL CRATES AND PACKI	LANCASTER PACKAGING INC	(978)562-0100	X	X	X	X	X	X	X	X
OFF13A000000000000000	ART & INSTRUCTIONAL SCHOOL SUPPLIES	NEW ENGLAND OFFICE SUPPLY	(781)794-8800	X	X	X	X	X	X	X	X

						1st QtrFY06	2nd Qtr FY06	3rd Qtr FY06	4th Qtr FY06	X	-
OFF1500000000000000	PRINTING & MAIL SERVICES	ARVEST PRESS INC	(781)894-4844	-	X	-	X	-	X	-	X
OFF1500000000000000	PRINTING & MAIL SERVICES	ATLANTIC GRAPHIC SERVICES INC	(978)368-1262	X	-	X	-	X	-	X	-
OFF1500000000000000	PRINTING & MAIL SERVICES	BOSTON MAILING COMPANY INC	(617)261-4880	-	X	-	X	-	X	-	X
OFF1500000000000000	PRINTING & MAIL SERVICES	IMPRESSIONS PLUS INC	(617)479-5777	-	X	-	X	-	X	-	X
OFF1500000000000000	PRINTING & MAIL SERVICES	JOHN KARL DIETRICH & ASSOCIATES INC	(617)868-4140	-	X	-	X	-	X	-	X
OFF1500000000000000	PRINTING & MAIL SERVICES	LT VENTURES INC	(978)657-7001	X	X	X	X	X	X	X	X
OFF1500000000000000	PRINTING & MAIL SERVICES	RED SUN PRESS INC	(617)524-6822	X	-	X	-	X	-	X	-
OFF1500000000000000	PRINTING & MAIL SERVICES	SATISH H BHATT	(508)875-6689	X	-	X	-	X	-	X	-
OFF1500000000000000	PRINTING & MAIL SERVICES	STERLING BUSINESS PRODUCTS INC	(781)481-1234	X	-	X	-	X	-	X	-
OFF1500000000000000	PRINTING & MAIL SERVICES	SULLIVAN BROS PRINTERS INC	(978)458-6333	-	X	-	X	-	X	-	X
OFF16PURCHASES000000	PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES	CAM OFFICE SERVICES INC	(781)932-9868	X	X	X	X	X	X	X	X
OFF16PURCHASES000000	PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES	COMMONWEALTH OFFICE PRODUCTS	(508)587-2772	-	X	-	X	-	X	-	X
OFF16PURCHASES000000	PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES	G A BLANCO & SONS INC	(413)528-9500	X	-	X	-	X	-	X	-
OFF16PURCHASES000000	PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES	NELSON COPY SUPPLY CO INC	(781)878-4474	-	X	-	X	-	X	-	X
OFF16PURCHASES000000	PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES	NEW ENGLAND OFFICE SUPPLY	(781)794-8800	X	X	X	X	X	X	X	X
OFF16PURCHASES000000	PHOTOCOPIERS, PRINTERS, FACSIMILE EQUIPMENT & SUPPLIES	PJ SYSTEMS INC	(617)951-4650	X	-	X	-	X	-	X	-
OFF16SERVICE00000000	OFF16 SERVICE, PHOTOCOPIERS, PRINTERS & FACSIMILE EQUIPMENT	CAM OFFICE SERVICES INC	(781)932-9868	X	X	X	X	X	X	X	X
OFF16SERVICE00000000	OFF16 SERVICE, PHOTOCOPIERS, PRINTERS & FACSIMILE EQUIPMENT	PJ SYSTEMS INC	(617)951-4650	X	-	X	-	X	-	X	-
OFF1800000000000000	MULTIMEDIA EQUIPMENT SYSTEMS AND SERVICES	ADTECH SYSTEMS INC	(508)358-0077	-	X	-	X	-	X	-	X
OFF1900000000000000	OFFICE SUPPLIES, RECYCLED PAPER AND ENVELOPES	NEW ENGLAND OFFICE SUPPLY	(781)794-8800	X	X	X	X	X	X	X	X
Total Count of OFF Contracts: 29				19	21	18	20	17	19	17	19
PRF01A-G00000000000	TRANSLATORS/INTERPRETERS	CONCILIO HISPANO DE CAMBRIDGE	(617)661-9406	X	-	X	-	X	-	X	-
PRF01A-G00000000000	TRANSLATORS/INTERPRETERS	CROSS CULTURAL COMM SYSTEM INC	(781)729-3736	-	X	-	X	-	X	-	X
PRF01A-G00000000000	TRANSLATORS/INTERPRETERS	GREATER BOSTON CHINESE	(617)426-1628	X	-	X	-	X	-	X	-
PRF01H-M00000000000	TRANSLATORS/INTERPRETERS	HAITIAN AMERICAN PUBLIC HEALTH	(617)298-8076	X	-	X	-	X	-	X	-
PRF01H-M00000000000	TRANSLATORS/INTERPRETERS	JANET WASSOUF	(978)683-8337	-	X	-	X	-	X	-	X
PRF01H-M00000000000	TRANSLATORS/INTERPRETERS	LATINO HEALTH INSTITUTE INC	(617)350-6900	X	-	X	-	X	-	X	-
PRF01H-M00000000000	TRANSLATORS/INTERPRETERS	MULTICULTURAL COMMUNITY SERS	(413)782-2500	X	-	X	-	X	-	X	-

						1st QtrFY06	2nd Qtr FY06	3rd Qtr FY06	4th Qtr FY06	X	-
PRF01N-Z000000000000	TRANSLATORS/INTERPRETERS	ORTIZ PROFESSIONAL SERVICES	(413)732-0859	X	-	X	-	X	-	X	-
PRF01N-Z000000000000	TRANSLATORS/INTERPRETERS	VIETNAMESE AMER CIVIC ASSOC	(617)288-7344	X	-	X	-	X	-	X	-
PRF03000000000000000	COURT REPORTER TRANSCRIBER	DORIS O WONG ASSOCIATES INC	(617)426-2432	X	X	X	X	X	X	X	X
PRF03000000000000000	COURT REPORTER TRANSCRIBER	OFFICE SOLUTIONS PLUS INC	(617)471-3510	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	ACRE FAMILY DAY CARE CORP	(978)937-5899	X	-	X	-	X	-	X	-
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	ASSET PERFORMANCE MANAGMNT INC	(617)266-8461	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	DEBORAH E REIDY	(413)536-9256	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	JANE MOORE	(617)680-2508	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	JULIE BERNARDIN	(781)391-6056	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	JUSTICE RESOURCE INSTITUTE INC	(617)450-0500	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	KELLEY CONRAD	(508)529-3381	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	LINDA J ROMANO	(781)762-0076	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	MARGARET E CARR	(617)723-5059	-	X	-	X	-	X	-	X
PRF06000000000000000	MGMT CONSULT/PROG COORD/PLAN	SUSAN KOHLER- GRAY	(413)584-6747	-	X	-	X	-	X	-	X
PRF08DESIGNATEDOSC00	ANCILLARY AUDIT/ACCOUNT(SWC)	DANIEL DENNIS & COMPANY	(617)262-9898	X	-	X	-	X	-	X	-
PRF08DESIGNATEDOSC00	ANCILLARY AUDIT/ACCOUNT(SWC)	MARGARET E CARR	(617)723-5059	-	X	-	X	-	X	-	X
PRF08DESIGNATEDOSC00	ANCILLARY AUDIT/ACCOUNT(SWC)	P L JONES CPA PC	(508)755-7575	-	X	-	X	-	X	-	X
PRF08DESIGNATEDOSC00	ANCILLARY AUDIT/ACCOUNT(SWC)	PROJECT CONTROL COMPANIES INC	(603)966-1600	-	X	-	X	-	X	-	X
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	AXIOM TRAINING & CONSULTING	(617)553-0066	-	X	-	X	-	X	-	X
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	BRUCK CONSULTING LLC	(978)251-7294	X	-	X	-	X	-	X	-
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	CARLOTTA R TYLER	(978)745-7095	-	X	-	X	-	X	-	X
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	CASEY HALL	(508)252-6590	-	X	-	X	-	X	-	X
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	CDRIVE CORPORATION	(781)834-4945	X	-	X	-	X	-	X	-
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	COMMUNITY PROGRAM INNOVATIONS	(978)283-2323	-	X	-	X	-	X	-	X
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	COMPUWORKS SYSTEMS INC	(781)224-1113	-	X	-	X	-	X	-	X
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	CROSS CULTURAL COMM SYSTEM INC	(781)729-3736	-	X	-	X	-	X	-	X
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	DEBORA BLOOM	(617)323-6566	-	X	-	X	-	X	-	X
PRF10A-G000000000000	TRAINING & ORGANIZATIONAL DEV	DEBORAH E REIDY	(413)536-9256	-	X	-	X	-	X	-	X

						1st QtrFY06	2nd Qtr FY06	3rd Qtr FY06	4th Qtr FY06	X	-
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	JEANNE M COLACHICO	(978)557-5435	-	X	-	X	-	X	-	X
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	JULIE BERNARDIN	(781)391-6056	-	X	-	X	-	X	-	X
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	JUSTICE RESOURCE INSTITUTE INC	(617)450-0500	-	X	-	X	-	X	-	X
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	LATINO HEALTH INSTITUTE INC	(617)350-6900	X	-	X	-	X	-	X	-
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	LINDA J ROMANO	(781)762-0076	-	X	-	X	-	X	-	X
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	LOUISE COOPER	(914)485-2255	-	X	-	X	-	X	-	X
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	MADELINE SNOW	(617)817-5111	-	X	-	X	-	X	-	X
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	MARSHA M MORRIS	(617)441-4060	X	X	X	X	X	X	X	X
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	MASS COMPLIANCE LLC	(978)857-9552	-	X	-	X	-	X	-	X
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	MILLENNIUM COMPUTER TRAINING	(781)933-8877	-	-	-	-	-	-	X	-
PRF10H-M000000000000	TRAINING & ORGANIZATIONAL DEV	MULTICULTURAL COMMUNITY SERS	(413)782-2500	X	-	X	-	X	-	X	-
PRF10N-Z000000000000	TRAINING & ORGANIZATIONAL DEV	NEW ENVIRONMENTAL HORIZONS INC	(781)643-4294	-	-	-	X	-	X	-	X
PRF10N-Z000000000000	TRAINING & ORGANIZATIONAL DEV	OCCUSAFE INC	(413)323-1036	-	X	-	X	-	X	-	X
PRF10N-Z000000000000	TRAINING & ORGANIZATIONAL DEV	REGINA VILLA ASSOCIATES INC	(617)357-5772	-	X	-	X	-	X	-	X
PRF10N-Z000000000000	TRAINING & ORGANIZATIONAL DEV	SADIE BURTON-GOSS	(617)439-4677	X	X	X	X	X	X	X	X
PRF10N-Z000000000000	TRAINING & ORGANIZATIONAL DEV	SUSAN KOHLER-GRAY	(413)584-6747	-	X	-	X	-	X	-	X
PRF10N-Z000000000000	TRAINING & ORGANIZATIONAL DEV	YWCA OF GREATER LAWRENCE	(978)687-0331	-	X	-	X	-	X	-	X
PRF1400000000000000	E LEARNING	CDRIVE CORPORATION	(781)834-4945	X	-	X	-	X	-	X	-
PRF1400000000000000	E LEARNING	COMPUWORKS SYSTEMS INC	(781)224-1113	-	X	-	X	-	X	-	X
PRF1400000000000000	E LEARNING	ENVIRONET LLC	(508)842-0578	-	X	-	X	-	X	-	X
PRF1400000000000000	E LEARNING	EPATH LEARNING INC	(860)444-6989	X	-	X	-	X	-	X	-
PRF1400000000000000	E LEARNING	SCREENED IMAGES INC	(617)471-4445	-	X	-	X	-	X	-	X
PRF1400000000000000	E LEARNING	THE BSST SOFTWARE GROUP INC	(508)393-9180	X	-	X	-	X	-	X	-
PRF1500000000000000	TEMPORARY HELP SERVICES	ABLE ASSOCIATES INC	(508)673-3979	-	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	ALLIED PERSONNEL SERVICES INC	(508)749-5999	-	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	C Q PERSONNEL INC	(617)262-1313	-	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	CLEARY CONSULTANTS INC	(617)367-7189	-	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	HOLLISTER ASSOCIATES INC	(617)654-0200	-	X	-	-	-	-	-	-

						1st QtrFY06	2nd Qtr FY06	3rd Qtr FY06	4th Qtr FY06	X	-
PRF1500000000000000	TEMPORARY HELP SERVICES	JOHN LEONARD EMPLOYMENT	(617)423-6800	-	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	JOHNSON & HILL STAFFING	(413)746-3535	-	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	KNF & T STAFFING RESOURCES	(617)574-8200	-	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	PARATEMPS INC	(413)731-7780	X	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	R A D EMPLOYMENT SERVICES INC	(617)742-9180	-	-	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	THE RESOURCE CONNECTION INC	(978)777-9333	-	X	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	TOTAL CLERICAL SERVICES INC	(800)572-0753	X	-	-	-	-	-	-	-
PRF1500000000000000	TEMPORARY HELP SERVICES	TRAVIS ASSOCIATES INC	(781)272-6750	-	X	-	-	-	-	-	-
PRF2400000000000000	TEMPORARY HELP SERVICES	C Q PERSONNEL INC	(617)262-1313	-	X	-	X	-	X	-	X
PRF2400000000000000	TEMPORARY HELP SERVICES	CLEARY CONSULTANTS INC	(617)367-7189	-	X	-	X	-	X	-	X
PRF2400000000000000	TEMPORARY HELP SERVICES	JOHN LEONARD EMPLOYMENT	(617)423-6800	-	X	-	X	-	X	-	X
PRF2400000000000000	TEMPORARY HELP SERVICES	JOHNSON & HILL STAFFING	(413)746-3535	-	X	-	X	-	X	-	X
PRF2400000000000000	TEMPORARY HELP SERVICES	KNF & T STAFFING RESOURCES	(617)574-8200	-	X	-	X	-	X	-	X
PRF2400000000000000	TEMPORARY HELP SERVICES	R A D EMPLOYMENT SERVICES INC	(617)742-9180	-	-	-	-	-	-	-	X
PRF2400000000000000	TEMPORARY HELP SERVICES	THE RESOURCE CONNECTION INC	(978)777-9333	-	X	-	X	-	X	-	X
PRF2400000000000000	TEMPORARY HELP SERVICES	TOTAL CLERICAL SERVICES INC	(800)572-0753	X	-	X	-	X	-	X	-
PRF2400000000000000	TEMPORARY HELP SERVICES	TRAVIS ASSOCIATES INC	(781)272-6750	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	ADELE POLLIS	(978)499-2299	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	ARGUS COMMUNICATIONS INC	(617)261-7676	X	-	X	-	X	-	X	-
PRF2600000000000000	MEDIA SERVICES	BUYER ADVERTISING INC	(617)969-4646	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	CAUSEMEDIA INC	(617)558-6850	X	X	X	X	X	X	X	X
PRF2600000000000000	MEDIA SERVICES	CVA CONSULTING ASSOCIATES	(508)636-0079	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	GEOVISION INC	(617)926-5454	X	-	X	-	X	-	X	-
PRF2600000000000000	MEDIA SERVICES	GRAPHIC PRODUCTIONS INC	(781)878-8828	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	LEANNE GODDU	(978)352-5042	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	MOORE & ISHERWOOD INC	(508)996-3946	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	REGINA VILLA ASSOCIATES INC	(617)357-5772	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	SANDRA SCHAFER	(617)623-1230	-	X	-	X	-	X	-	X
PRF2600000000000000	MEDIA SERVICES	SIGNATURE MARKETING LLC	(860)658-7172	-	X	-	X	-	X	-	X
						1st	2nd	3rd	4th	X	-

						QtrFY06	Qtr FY06	Qtr FY06	Qtr FY06		
PRF260000000000000000	MEDIA SERVICES	SULLIVAN CREATIVE SERVICES LTD	(617)597-0072	-	X	-	X	-	X	-	X
PRF260000000000000000	MEDIA SERVICES	SUSAN R BARBUTO	(781)749-0049	-	X	-	X	-	X	-	X
PRF260000000000000000	MEDIA SERVICES	THE GOODWIN GROUP INC	(781)784-5381	-	X	-	X	-	X	-	X
Total Count of PRF Contracts: 95				25	71	23	61	23	61	24	62
SSP020000000000000000	OFFICE FURNITURE DISPOSAL SVC	FIRST CHOICE OFFICE SVCS INC	(978)658-1515	X	-	-	-	-	-	-	-
Total Count of SSP Contracts: 1				1	0	0	0	0	0	0	0
VEH400000000000000000	FURNISH AND DELIVERY SODIUM CH	EASTERN SALT CO INC	(978)241-8553	-	X	-	X	-	X	-	X
Total Count of VEH Contracts: 1				0	1	0	1	0	1	0	1
Total for All Contracts:				86	137	81	127	81	128	82	131

FISCAL YEAR 2006

STATEWIDE SUMMARY

CONSTRUCTION & DESIGN

AFFIRMATIVE MARKET PROGRAM - FY06 CONSTRUCTION & DESIGN EXPENDITURES

FISCAL YEAR 2006 – CONSTRUCTION EXPENDITURES

STATEWIDE SUMMARY

FY06 CONSTRUCTION EXPENDITURES						
	1 FY06 Total Expenditures	2 FY06 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY06 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$217,663,634	\$24,813,654.27	\$19,014,432	\$15,575,235	\$34,589,667	\$9,776,013
Department of Housing and Community Development	\$38,153,144	\$7,105,500	\$5,973,071	\$1,860,746	\$7,833,817	\$728,317
Mass Highway Dept.	\$350,834,572		\$7,763,229	\$27,083,687	\$34,846,917	\$34,846,917
Massachusetts Turnpike Authority	\$23,479,215.99	\$3,911,188.31	\$1,714,244.18	\$579,425.31	\$2,293,669.49	-\$1,617,518.82
MassHousing	\$121,466,326	\$30,123,649	\$22,552,823	\$17,723,301	\$40,276,124	\$10,152,475
TOTAL	\$751,596,892	\$65,953,992	\$57,017,800	\$62,822,394	\$119,840,194	\$53,886,203

FISCAL YEAR 2006 – DESIGN EXPENDITURES

STATEWIDE SUMMARY

FY04 DESIGN EXPENDITURES						
	1 FY06 Total Expenditures	2 FY06 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY06 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$21,299,287	\$2,555,914	\$1,984,641	\$1,724,343	\$3,708,983	\$1,153,069
Department of Housing and Community Development	\$1,799,402	\$1,447,812	\$42,250	\$470,385	\$512,635	\$935,177
Mass. Highway Dept.	\$41,037,364		\$2,098,900	\$119,462	\$2,218,362	\$2,218,362
Massachusetts Turnpike Authority	\$55,162.00	\$20,483.30	\$0.00	\$726.00	\$726.00	-\$19,757.30
MassHousing	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
TOTAL	\$64,191,215	\$4,024,210	\$4,125,790	\$2,314,915	\$6,440,706	\$2,416,496

AFFIRMATIVE MARKET PROGRAM - FY06 CONSTRUCTION & DESIGN AWARDS

FISCAL YEAR 2006 – CONSTRUCTION AWARDS

STATEWIDE SUMMARY

FY04 CONSTRUCTION AWARDS						
	1 FY06 Total Expenditures	2 FY06 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY06 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$127,847,438	\$14,574,607.93	\$9,629,819	\$8,292,813	\$17,922,633	\$3,348,025
Department of Housing and Community Development	\$11,214,182	\$5,860,359	\$1,564,806	\$1,469,878	\$2,034,684	\$3,825,675
Mass. Highway Dept.	\$79,617,000		\$9,422,441	\$2,923,152	\$12,345,593	\$12,345,593
Massachusetts Turnpike Authority	\$15,171,524.30	\$2,714,553.10	\$437,339.80	\$1,298,102.43	\$1,735,442.23	-\$979,110.87
MassHousing	\$191,907,620	\$47,550,125	\$36,058,706	\$29,834,868	\$65,893,574	\$18,343,449
TOTAL	\$425,757,764	\$50,264,678	\$57,113,112	\$43,818,814	\$99,931,926	\$36,883,631

FISCAL YEAR 2006 – DESIGN AWARDS

STATEWIDE SUMMARY

FY04 DESIGN AWARDS						
	1 FY06 Total Expenditures	2 FY06 M/WBE Benchmark	3 MBE Expenditures	4 WBE Expenditures	5 FY06 Expenditures (Col. 3+4)	6 VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$15,735,385	\$1,888,246	\$1,433,639	\$431,220	\$1,864,859	-\$23,387
Department of Housing and Community Development	\$1,799,402	\$695,135	\$35,884	\$476,751	\$512,635	\$182,500
Mass. Highway Dept.	\$16,594,800		\$825,000	\$1,367,000	\$2,192,000	\$2,192,000
Mass Turnpike Authority	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MassHousing					\$0	\$0
TOTAL	\$34,129,587	\$2,583,381	\$2,294,523	\$2,274,971	\$4,569,494	\$2,351,113

FISCAL YEAR 2006

SECRETARIAT NARRATIVES & DATA SUMMARY

Note:

The following narratives are developed by each Secretariat. They are intended to highlight the progress made to date with the implementation of the Affirmative Market Program and provide further insight into their FY06 expenditures with Minority- and Women Business Enterprises (M/WBEs).

OFFICE OF THE GOVERNOR (GOV)

Mission Statement

The Executive Office includes the Offices of the Governor, the Lieutenant Governor and the Governor's Council. The Executive Office manages the operations of the Executive Branch of state government, coordinates the activities of all Executive Branch agencies through the cabinet secretaries, and communicates to the General Court and the general public the aims, objectives, and accomplishments of the administration. The Office develops, oversees, and guides key administration initiatives through to completion

The Governor is responsible for preparation of the state's annual budget. The Governor has the authority to accept, recommend amendment of, or veto all legislative enactments, subject to an override by a vote of two-thirds of the members present in each chamber of the Legislature, and to convene the Governor's Council. Subject to the consent of the Governor's Council, the Governor is responsible for the appointment of all judicial officers, and has the authority to call special sessions of the General Court and to grant pardons.

In case of the absence, death or disability of the Governor, the Lieutenant Governor performs all the duties incumbent on the chief executive officer and has all of his constitutional powers. He assists the Governor in administering Executive Branch agencies, advises the Governor on administrative policies, and works with the legislature to enact those policies into law. The Lieutenant Governor is a voting member of the Governor's Council and presides over the Council in the Governor's absence.

FY06 MBE Narrative

The Office of the Governor exceeded the target by \$5,198 for MBE spending in FY06. As with any other small agency whose line item is largely personnel expenditures, our discretionary spending is limited, but we continue to actively seek out the MBE vendors on OSD statewide contracts in trying to reach our target.

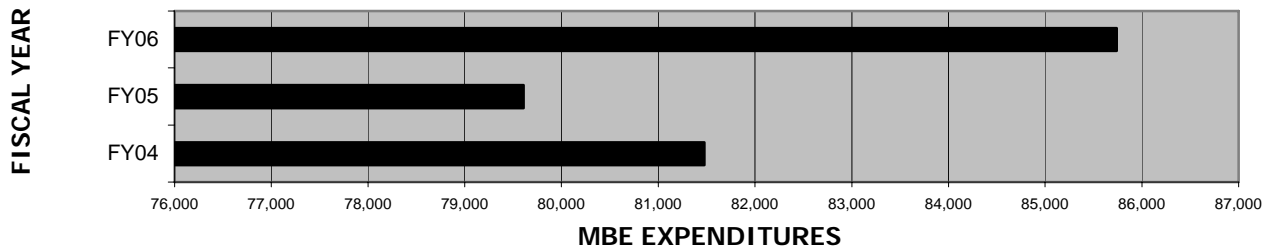
FY06 WBE Narrative

The Office of the Governor was unable to reach our target for WBE spending for FY06, and reported a total WBE spending of \$35,418. Significant onetime furniture purchases in FY05 were not repeated in FY06, causing the spending to fall short of the two year average. As with any other small agency whose line item is largely personnel expenditures, our discretionary spending is limited, but we continue to actively seek out and patronize the MBE vendors on OSD statewide contracts in trying to reach our target.

Office of the Governor Historical Spending Trend Minority Business Enterprise (MBE)

OFFICE OF THE GOVERNOR			
	FY04	FY05	FY06
Office of the Governor	\$81,478	\$79,607	\$85,740
TOTAL	\$81,478	\$79,607	\$85,740

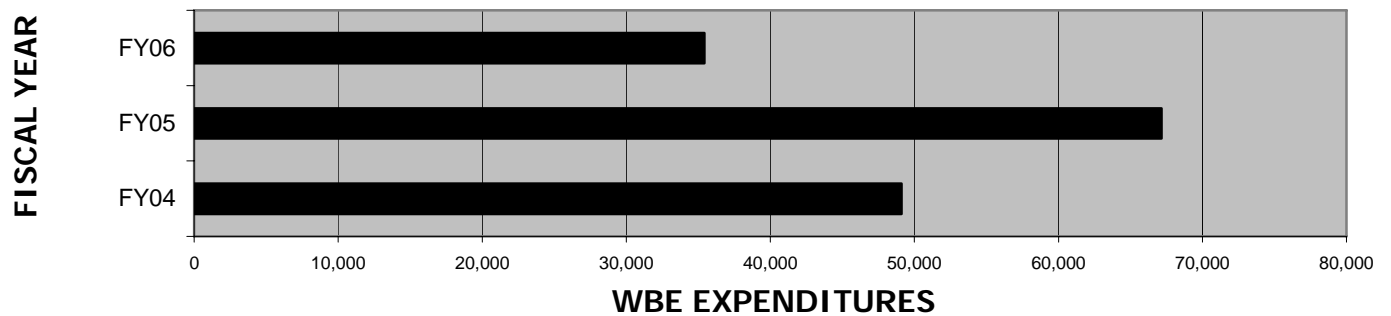
OFFICE OF THE GOVERNOR HISTORICAL MBE



Office of the Governor Historical Spending Trend Women Business Enterprise (WBE)

OFFICE OF THE GOVERNOR			
	FY04	FY05	FY06
Office of the Governor	\$49,114	\$67,172	\$35,418
TOTAL	\$49,114	\$67,172	\$35,418

OFFICE OF THE GOVERNOR HISTORICAL WBE



**OFFICE OF THE GOVERNOR
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE OFFICE OF THE GOVERNOR								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Office of the Governor	\$308,205	\$80,543	\$0	\$80,543	\$85,740		\$85,740	\$5,198
TOTAL	\$308,205	\$80,543	\$0	\$80,543	\$85,740	\$0	\$85,740	\$5,198

WOMEN BUSINESS ENTERPRISE OFFICE OF THE GOVERNOR								
	FY06	2Yr (04/05)	FY06	FY06 WBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Office of the Governor	\$308,205	\$58,157	\$0	\$58,157	\$35,418		\$35,418	(\$22,739)
TOTAL	\$308,205	\$58,157	\$0	\$58,157	\$35,418	\$0	\$35,418	(\$22,739)

EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE (ANF)

Message from the Secretary

One of our objectives through Executive Order 390 and the Affirmative Market Program is to increase contracting opportunities for Minority and Women Business Enterprises. It is of the utmost importance that we continue to develop and foster business relationships with our minority and women-owned businesses, as they are the backbone of our economy. We look forward to implementing new and innovative initiatives aimed at encouraging full participation in all aspects of state contracting.

Leslie A. Kirwan, Secretary
Executive Office for Administration and
Finance

Mission Statement

The Executive Office for Administration and Finance oversees the fiscal and administrative activities of the Executive Branch of state government. The Executive Office ensures the financial stability of state government by managing balanced operating and capital budgets.

Through its four administrative services divisions, (Information Technology Division, Fiscal Affairs Division, Operational Services Division, and the Human Resources Division), the Office of the Secretary enables line agencies to focus their energy on program development and delivering quality services to the Commonwealth. To that end, the Office provides line agencies with centralized expertise and processing in the technical support areas of information technology, fiscal policy, procurement, and human resources.

Other major functional areas under the supervision of the Office of the Secretary are: tax collection, child support enforcement, support to local municipalities, group insurance evaluation, state facilities construction, management and maintenance, and veteran services.

Administration and Finance agencies are as follows:

Bureau of State Office Buildings (BSB): The Bureau's mission is to utilize a diverse workforce to carry out the statutory responsibilities of Massachusetts General Laws, Chapter 8; to provide a safe, secure workplace for customers, assuring that all who enter Bureau facilities have a pleasant business environment and can transit common areas without incident; and to efficiently maintain mechanical systems and buildings within budget, recognizing that they function as places of business, museums of art and history, and sites of public congregation.

FY06 MBE Narrative: In FY04 BSB began a new contract with Building Technology Engineers (BTE) for 24 hour building monitoring and mechanical controls services at the Government Center facilities. Through this contract BTE has proposed an AMP response that includes partnerships with AGCS, Inc. to conduct a third party analysis of the current

monitoring practices and reporting processes. Additionally, through this contract BTE has developed a mentor/protégé relationship with Done Right Building Services, Inc. to develop their service delivery in building automation and mechanical systems. These relationships and the developmental results are the core of the AMP.

FY06 WBE Narrative: As of September 1, 2006, UNICCO Service Company replaced the former subcontractor for the State House and Lindemann Building, J&R Cleaning Services with Long Bay Services/Vanguard General Services. The new mentor/protege partnership has enable Long Bay Services/Vanguard General Services additional knowledge and awareness of practices and procedures for a effective management in their industry. The general focus has been on the professional development of this small business. The various branches most helpful to Long Bay Services/Vanguard General Services included Safety Training, Sexual Harassment Training, Hazardous, Blood Borne Pathogen Training as well the approaching and interacting with employees and proper approaches to cleaning and maintenance procedures. The mentor/protege partnership has enable Long Bay Services/Vanguard General Services to be aware of various security procedures and issues such as criminal background checks and Social Security numbers verifications. This new partnership has worked so well that the Janitorial Services companies Long Bay

The Massachusetts Commission Against Discrimination (MCAD): The Massachusetts Commission Against Discrimination's mission is to ensure equality of opportunity by enforcing the Commonwealth's anti-discrimination laws in employment, housing, public accommodations, credit, mortgage lending, and education. Established by Massachusetts General Law Chapter 151B, Section 3, the Commission enforces General Laws 151B, 272, 111, 151C, 149, 92A, 98 & 98A.

The Commission works to eliminate discrimination and advance the civil rights of the people of the Commonwealth of Massachusetts through law enforcement (filing of complaints, investigations, mediations and conciliations, hearings, and litigation) and outreach (training sessions, public education, and testing programs.)

The Commission also reviews and advises Governor's Cabinet Offices concerning the state's affirmative mandates in employment, housing, construction contracting, and minority and women business enterprises (see *Executive Order 390.*)

FY06 MBE Narrative: For FY06 CAD expended \$55,628; an increase of \$9,079 over our benchmark.

FY06 WBE Narrative: For FY06 CAD expended \$8,403, primarily in office supplies.

Disabled Persons Protection Commission (DPPC): The mission of the Disabled Persons Protection Commission (DPPC) is to protect adults with disabilities from the abusive acts and omissions of their caregivers through investigation, public awareness, and prevention.

The Disabled Persons Protection Commission (DPPC) uses approximately 90% of appropriated funds solely for personnel for investigations, oversight and support staff

necessary to allow DPPC to comply with its mission statement to protect adults with disabilities from abuse. After non-discretionary spending is deducted from the remaining funds, a small percentage is available for M/WBE vendors. Most of these available funds are used to fund expenditures of minority and women owned business enterprises (W/MBE) including laser toner cartridges, general office supplies and recycling service vendors.

Massachusetts Office on Disability: An agency with a small budget such as MOD usually has very little discretionary spending. Therefore, commodities such as office and printing supplies usually account for the majority of this agency's Affirmative Market Program (AMP) spending. Two state contract vendors utilized in FY2006 were New England Supply and CAM Office Services. MOD is proud to report that its MBE benchmark was exceeded by 90% and its WBE benchmark was exceeded by 70%. In FY2007 MOD will continue its commitment to utilize MBE / WBE vendors whenever possible with the hope to again exceed AMP spending benchmarks.

The Public Employee Retirement Administration Commission (PERAC)

The Public Employee Retirement Administration Commission (PERAC) was created for and is dedicated to the oversight, guidance, monitoring, and regulation of the Massachusetts Public Pension Systems. The professional, prudent, and efficient administration of these systems is the public trust of PERAC and each of the 106 public pension systems for the mutual benefit of the public employees, public employers, and citizens of Massachusetts. The stewardship of the Trust Funds for the sole purpose of providing the benefits guaranteed to the public employees qualifying under the plans is the fulfillment of the obligation of the people of the Commonwealth to those who have dedicated their professional careers to the service of the people of the Commonwealth.

FY06 MBE Narrative: The Public Employee Retirement Administration Commission fell short of its FY 06 MBE Benchmark by only \$1,903. PERAC entered into new copy machine leases which provided new copiers for the agency. The new copiers came with start up supply kits so the demand for copier supplies decreased.

FY06 WBE Narrative: The Public Employee Retirement Administration Commission exceeded its FY 06 WBE Benchmark by \$39,488. This increase was due mainly to Medical Services expenditures with Quadrant Health Strategies. Services included Comprehensive Medical Evaluations for disabled public retirees.

The Teachers' Retirement System: The Teachers' Retirement System is the second largest of the Commonwealth's contributory retirement systems. We provide retirement, disability and survivor benefits to more than 85,000 active educators and 45,000 retirees.

Our mission is to ensure that members of the Massachusetts Teachers' Retirement System achieve and maintain a successful and secure retirement through responsible benefits administration, financial integrity and the provision of outstanding service.

FY06 M/WBE Narrative: After a poor performance in FY 2005 due to the suspension of a large IT Project Contract, MTRS was able to exceed our expectations in FY 2006. MTRS had projected \$ 28,676 in MBE expenditures for FY 2006 and the actual MBE expenditures

was \$67,595 (more the double our projections). MTRS was able to achieve these numbers due to our physical move from Boston to Cambridge and looking 1st to M/WBE's to provide those services. M/WBE FY 2007 projections are reduced due to the one-time, move-related costs incurred in FY 2006.

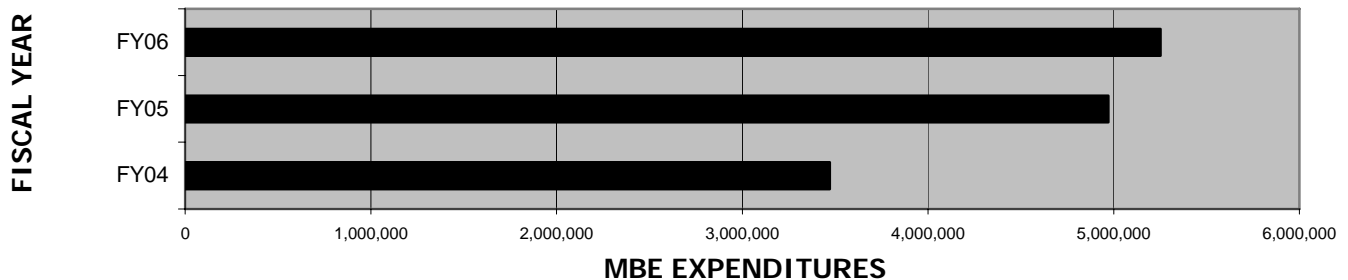
Accomplishments and Initiatives: Teachers' Retirement System values our current relationships with MBE and WBE vendors who fulfill our various administrative, printing, office furnishing, and office supply needs. We plan to stay committed to the Affirmative Market Program in FY07. Our Affirmative Market Coordinator will work with department purchasing staff to identify opportunities to partner with MBE and WBE vendors in order to meet and exceed our benchmarks.

Executive Office for Administration and Finance
Historical Spending Trend-Minority Business Enterprises (MBEs)

	FY04	FY05	FY06
Administrative Law Appeals	\$2,805	\$4,271	\$1,748
Appellate Tax Board	\$11,722	\$11,897	\$21,009
Bureau of State Office Buildings	\$16,988	\$11,465	\$65,298
Civil Service Commission	\$4,976	\$2,661	\$1,137
Department of Revenue	\$883,450	\$3,811,411	\$3,108,415
Disabled Persons Protection Commission	\$13,542	\$20,251	\$6,627
Division of Capital Asset Management and Maintenance	\$225,753	\$173,595	\$65,402
Executive Office	\$12,438	\$14,239	\$36,159
George Fingold Library	\$6,958	\$5,727	\$4,379
Group Insurance Commission	\$124,193	\$41,651	\$219,580
Human Resource Division	\$37,550	\$31,761	\$44,003
Information Technology Division	\$1,901,903	\$612,239	\$1,265,110
Mass Commission Against Discrimination	\$21,983	\$50,157	\$55,628
Massachusetts Developmental Disabilities Council	\$26,018	\$6,519	\$9,791
Massachusetts Office on Disability	\$6,885	\$13,930	\$19,222
Mass. Office of Dispute Resolution	\$240	*	*
Office of Educational and Accountability	\$10,254	\$3,650	\$8,098
Office of the State Comptroller	\$93,105	\$88,359	\$146,004
Operational Services Division	\$24,712	\$20,997	\$77,636
Public Employee Retirement Administration Com	\$15,900	\$19,355	\$15,097
Teacher's Retirement Board	\$29,183	\$28,169	\$82,499
TOTAL	\$3,470,558	\$4,972,304	\$5,252,842

*No longer stand alone agency

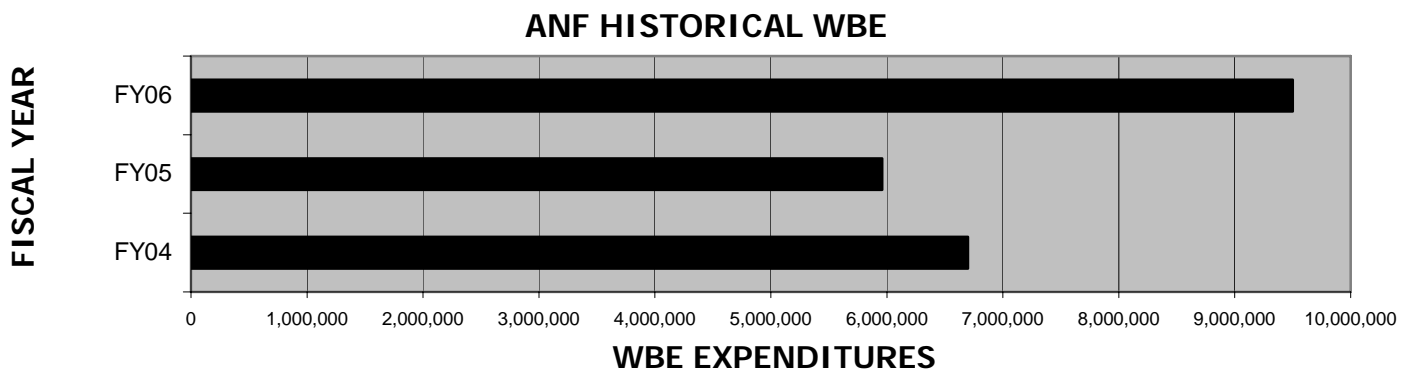
ANF HISTORICAL MBE



Executive Office for Administration and Finance
Historical Spending Trend-Women Business Enterprises (WBEs)

	FY04	FY05	FY06
Administrative Law Appeals	\$2,824	\$3,163	\$1,890
Appellate Tax Board	\$11,722	\$11,897	\$4,005
Bureau of State Office Buildings	\$495,715	\$531,115	\$377,728
Civil Service Commission	\$8,033	\$17,508	\$1,137
Department of Revenue	\$1,769,320	\$1,708,938	\$3,483,098
Disabled Persons Protection Commission	\$28,727	\$22,617	\$6,655
Division of Capital Asset Management and Maintenance	\$161,652	\$563,806	\$1,268,780
Executive Office	\$7,343	\$7,681	\$7,498
George Fingold Library	\$6,958	\$22,827	\$58,066
Group Insurance Commission	\$166,941	\$259,453	\$245,371
Human Resource Division	\$503,638	\$350,523	\$199,534
Information Technology Division	\$2,120,655	\$1,584,275	\$3,488,377
Mass Commission Against Discrimination	\$8,476	\$8,045	\$8,403
Massachusetts Development Disabilities Council	\$6,166	\$4,661	\$7,775
Mass Office on Disability	\$6,905	\$13,523	\$17,521
Mass Office of Dispute Resolution	\$240	*	*
Office of Educational and Accountability	\$10,134	\$3,650	\$7,819
Office of the State Comptroller	\$1,327,835	\$756,118	\$136,645
Operational Services Division	\$18,252	\$17,020	\$54,516
Public Employee Retirement Administration Com	\$17,359	\$19,419	\$57,488
Teacher's Retirement Board	\$20,911	\$53,492	\$69,197
TOTAL	\$6,699,806	\$5,959,731	\$9,501,503

*No longer stand alone agency.



**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE								
	FY06 Disc. Base	2Yr (04/05) Average	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Administrative Law Appeals	\$153,472	\$3,539	\$500	\$4,039	\$1,727	\$21	\$1,748	(\$2,291)
Appellate Tax Board	\$72,072	\$11,810	(\$8,310)	\$3,500	\$21,009		\$21,009	\$17,510
Bureau of State Office Buildings	\$5,289,180	\$14,227	\$5,773	\$20,000	\$10,780	\$54,518	\$65,298	\$45,299
Civil Service Commission	\$42,257	\$3,819	(\$1,200)	\$2,619	\$1,119	\$18	\$1,137	(\$1,482)
Department of Revenue	\$72,095,145	\$2,347,431	(\$1,952,338)	\$395,093	\$1,588,150	\$1,520,265	\$3,108,415	\$2,713,323
Disabled Persons Protection Commission	\$398,465	\$16,897	(\$6,897)	\$10,000	\$6,574	\$53	\$6,627	(\$3,373)
Division of Capital Asset Management and Maintenance	\$2,138,168	\$199,674	\$0	\$199,674	\$64,545	\$857	\$65,402	(\$134,272)
Executive Office of Administration and Finance	\$204,338	\$13,459	\$1,000	\$14,459	\$32,192	\$3,967	\$36,159	\$21,701
George Fingold Library	\$301,547	\$6,343	(\$300)	\$6,043	\$4,379		\$4,379	(\$1,664)
Group Insurance Commission	\$2,271,923	\$82,922	\$0	\$82,922	\$216,396	\$3,184	\$219,580	\$136,658
Human Resource Division	\$1,654,485	\$34,656	\$0	\$34,656	\$19,931	\$24,072	\$44,003	\$9,348
Information Technology Division	\$49,091,349	\$1,257,072	\$0	\$1,257,072	\$1,125,866	\$139,244	\$1,265,110	\$8,039
Massachusetts Commission Against Discrimination	\$286,731	\$36,070	\$10,479	\$46,549	\$51,400	\$4,228	\$55,628	\$9,079
Massachusetts Development Disabilities Council	\$170,915	\$16,269	\$0	\$16,269	\$9,791		\$9,791	(\$6,478)
Massachusetts Office of Disability	\$190,588	\$10,408	\$0	\$10,408	\$19,013	\$209	\$19,222	\$8,815
Office of Educational and Accountability	\$502,946	\$6,952	(\$1,000)	\$5,952	\$7,099	\$999	\$8,098	\$2,146
Office of the State Comptroller	\$1,515,830	\$90,733	(\$10,733)	\$80,000	\$56,428	\$89,576	\$146,004	\$66,005
Operational Services Division	\$220,617	\$22,855	\$2,145	\$25,000	\$67,694	\$9,942	\$77,636	\$52,637
Public Employee Retirement Adm. Comm.	\$994,150	\$17,628	(\$628)	\$17,000	\$13,719	\$1,378	\$15,097	(\$1,903)
Teacher's Retirement Board	\$2,646,998	\$28,676	\$0	\$28,676	\$67,595	\$14,904	\$82,499	\$53,823
TOTAL	\$140,241,176	\$4,221,433	(\$1,961,509)	\$2,259,924	\$3,385,407	\$1,867,435	\$5,252,842	\$2,992,919

**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE								
	FY06 Disc. Base	2Yr (04/05) Average	FY06 Proj. Incr	FY06 WBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Administrative Law Appeals	\$153,472	\$2,994	\$200	\$3,194	\$1,863	\$27	\$1,890	(\$1,304)
Appellate Tax Board	\$72,072	\$11,810	(\$8,310)	\$3,500	\$3,730	\$275	\$4,005	\$506
Bureau of State Office Buildings	\$5,289,180	\$513,415	\$42,599	\$556,014	\$11,670	\$366,058	\$377,728	(\$178,286)
Civil Service Commission	\$42,257	\$12,776	(\$2,000)	\$10,776	\$1,119	\$18	\$1,137	(\$9,639)
Department of Revenue	\$72,095,145	\$1,739,129	\$190,090	\$1,929,219	\$2,760,260	\$722,838	\$3,483,098	\$1,553,879
Disabled Persons Protection Commission	\$398,465	\$25,672	(\$12,672)	\$13,000	\$6,574	\$81	\$6,655	(\$6,345)
Division of Capital Asset Management and Maintenance	\$2,138,168	\$362,729	\$0	\$362,729	\$1,268,660	\$120	\$1,268,780	\$906,051
Executive Office of Administration and Finance	\$204,338	\$7,632	\$400	\$8,032	\$6,792	\$706	\$7,498	(\$534)
George Fingold Library	\$301,547	\$14,893	(\$7,600)	\$7,293	\$58,066		\$58,066	\$50,774
Group Insurance Commission	\$2,271,923	\$213,197	\$0	\$213,197	\$243,661	\$1,710	\$245,371	\$32,174
Human Resource Division	\$1,654,485	\$427,581	(\$200,444)	\$227,137	\$197,835	\$1,699	\$199,534	(\$27,603)
Information Technology Division	\$49,091,349	\$1,852,465	\$0	\$1,852,465	\$3,335,883	\$152,494	\$3,488,377	\$1,635,912
Massachusetts Commission Against Discrimination	\$286,731	\$8,261	\$540	\$8,801	\$7,403	\$1,000	\$8,403	(\$398)
Massachusetts Development Disabilities Council	\$170,915	\$5,414	\$0	\$5,414	\$7,775		\$7,775	\$2,362
Massachusetts Office of Disability	\$190,588	\$10,215	\$0	\$10,215	\$17,221	\$300	\$17,521	\$7,307
Office of Educational and Accountability	\$502,946	\$6,892	(\$1,000)	\$5,892	\$7,099	\$720	\$7,819	\$1,927
Office of the State Comptroller	\$1,515,830	\$1,041,977	(\$951,977)	\$90,000	\$34,176	\$102,469	\$136,645	\$46,646
Operational Services Division	\$220,617	\$17,636	\$2,364	\$20,000	\$49,867	\$4,649	\$54,516	\$34,516
Public Employee Retirement Adm. Comm.	\$994,150	\$18,389	(\$389)	\$18,000	\$55,792	\$1,696	\$57,488	\$39,488
Teacher's Retirement Board	\$2,646,998	\$37,202	\$0	\$37,202	\$68,894	\$303	\$69,197	\$31,996
TOTAL	\$140,241,176	\$6,330,274	(\$948,199)	\$5,382,075	\$8,144,340	\$1,357,163	\$9,501,503	\$4,119,428

OPERATIONAL SERVICES DIVISION

The Operational Services Division (OSD) is an oversight agency whose primary role is to oversee and coordinate the procurement activity for commodities and services for the Commonwealth and provide policy, procedures and guidelines to our customers on how to conduct procurements in a fair, open and competitive manner. The emphasis is on teaming with customers, enhancing service delivery, providing technical assistance and facilitating procurements. To successfully accomplish the coordination and oversight of procurements, OSD formed cross-functional Procurement Management Teams (PMTs) with departments to share in the responsibility for creating and monitoring best value contracts for commodities and services. To ensure that the procurement process is done in accordance with proper procedure, we conduct Quality Assurance reviews as well as financial audits of human and social service contractors.

The Affirmative Market Program joined OSD four years ago and has become an integral part of the organization. It seemed more appropriate to have the AMP Program at OSD, which will better serve the needs of the program, state departments, and other public and quasi-public agencies. Additionally, it gives the AMP Program the opportunity to interact with Procurement Team Leaders, participate on Procurement Management Teams, provide input to procurement policy and have a direct link to the State Purchasing Agent.

MISSION STATEMENT

OSD administers the procurement process by establishing statewide contracts for goods and services that ensure best value, provide customer satisfaction and support the socio-economic and environmental goals of the Commonwealth and by providing specific operational services.

- FY'2006 M/WBE participation on Statewide Contracts

→ In Fiscal Year 2006 there was a total of 131 on statewide contracts (an increase of 3 over FY'05).

→ In Fiscal Year 2006 there was a total of 82 MBE's participating on statewide contracts (a decrease of 13 from FY'05).

→ In Fiscal Year 2006 there were a total of 213 M/WBE statewide Contracts (a decrease of 10 over FY05).

Accomplishments:

- For FY'07 the Affirmative Market Program was funded in its entirety through the Operational Services Division (OSD) appropriation. We are pleased that the administration supports this program and we look forward to working with them to strengthen the participation of minority and women businesses in doing business with the Commonwealth.

Statewide contracts/sub-contractor expenditures for MBE: \$ 5,016,660

* An increase of \$1,750,877.00 or 54% over FY05 MBE Subcontractor Spending.

Statewide contracts/sub-contractor expenditures for WBE: \$ 2,061,107

** An increase of \$1,788,080.00 or 655% over FY05 WBE Subcontractor Spending.*

The OSD IT Procurement Director and other senior staff collaborated with the AMP Executive Director in facilitating the AMP Vendor Procurement Workshops offered in the spring, mid-year and fall. These workshops are available to eligible M/WBE's and provide basic skills and information on the state procurement process.

- The OSD Senior Management are an active member of the AMP Business Advisory Board and supports the Board's initiatives which include the business to business mentoring program, to assist in facilitating relationships with prime vendors to fulfill the subcontracting goals of the program and whenever practical, to support ancillary services that can be provided by small M/WBE certified vendors.

Ongoing Initiatives...

- Providing training for M/WBE vendors in the procurement process and also to AMP Department Coordinators. (OSD provided 3 vendor trainings for AMP Workshops and provided training to departments at the AMP monthly coordinator meetings.)
- The AMP is working closely with the Quality Assurance (QA) Unit at OSD to include objectives and performance measures as outlined in Executive Order 390. When our QA Team does a department site visit they have prepared an AMP check-off list to ensure compliance with AMP mandates. This is an ongoing initiative.
- The AMP Executive Director has worked closely with the Office of the State Comptroller Warehouse Team and OSD MIS to create a revised online department expenditure report that is new MMARS compatible and meets the needs of all end users. These reports have been developed and were used in FY'06. On the OSD web site, there is a section entitled AMP where you will find on-line tools to assist in developing departmental reports on M/WBE expenditures.
- Reaching out to the Legislature has been a key initiative for the Affirmative Market Program's Business Advisory Board (BAB) this past year. In so doing, the BAB hosted the Third Annual Legislative Breakfast in January 2007 which has doubled in attendance, to discuss the challenges and opportunities of the AMP. All stakeholders were represented including State Senators and Representatives, M/WBE Vendors, AMP Department Coordinators and other Departmental Senior Staff. The BAB educated those that attended about the important work that the AMP does for hundreds of SOMWBA certified businesses. We continue to ask the Legislature for their support in funding for the AMP program and ask that AMP Coordinators continue to do the work they do within their respective departments to boost M/WBE expenditures both with primes and subcontractors.
- The AMP has instituted new RFR Template Language and new tools for Executive Departments when creating RFRs. OSD has been implementing this policy internally by requiring an AMP commitment from bidders in all procurements as a condition of receiving a statewide contract.

Message from the Commissioner

As Commissioner of the Division of Capital Asset Management and Maintenance (DCAM) I am once again pleased to present the agency's report on minority and women business participation in design and construction projects for Fiscal Year 2006. During Fiscal Year 2006 DCAM exceeded its Minority Business Enterprise (MBE) participation goals in construction and design awards and construction and design expenditures. DCAM also exceeded its Women Business Enterprise (WBE) participation goals in construction awards and expenditures as well as design expenditures. DCAM has a long-standing history of providing opportunities for meaningful participation by minority and women owned business in its design and construction projects and conducting outreach to minority and women-owned businesses and is proud to continue its record of achievement. DCAM is committed to continuing its leadership in this area by serving as a model public agency in ensuring the inclusion of minority and women businesses on agency construction projects so that the public dollars spent on Commonwealth projects are shared by all of its citizens. With the new Construction Reform Law of 2004, DCAM is now playing a broader role in ensuring that all entities, including cities and towns undertaking state funded public construction projects, will have the information they need to comply with the sweeping provisions of the new construction reform law and DCAM is working closely with the State Office of Minority and Women Business Assistance to assist them in the development of the new municipal affirmative marketing program.

David B. Perini
Commissioner

Mission

The mission of the Division of Capital Asset Management and Maintenance (DCAM) is to serve the citizens of the Commonwealth by providing public-building construction and real estate services to state agencies. DCAM's scope of services includes planning, design, construction, capital repairs and improvements, contractor certification and compliance, leasing, and asset management. Formerly known as the Division of Capital Planning and Operations (DCPO), the agency was created in 1980 as part of the Ward Commission reforms. DCAM fulfills its mission by working in close collaboration with its state agency clients to support their needs and objectives and does so in accordance with the highest professional and technical standards.

A Long-Standing Commitment to M/WBE Participation

DCAM has included provisions for both MBE and WBE (MBE/WBE) participation in its construction contracts for over 20 years. MBE/WBE participation on DCAM construction projects is provided primarily by MBE/WBE subcontractors, in part because the numerous subcontracting firms on any given construction project provide the majority of hands-on construction services. Under Executive Order 237 and later Executive Order 390, DCAM added provisions for MBE and WBE participation goals to its design contracts.

During the late 90's DCAM commissioned a disparity study to determine the extent to which racial and gender discrimination had limited the participation of MBE/WBEs in building construction projects of the type undertaken by DCAM; to assess the availability of MBE/WBEs to perform DCAM projects; and to provide guidance to DCAM in establishing goals for MBE/WBE participation on DCAM projects. Based on the results of the disparity study and pursuant to Executive Order 390, M.G.L. Chapter 7, §40N, and relevant U.S. Supreme Court decisions, DCAM established goals of 7.4% for MBE participation and 4% for WBE participation on its construction projects. Goals of 8% for MBE participation and 4% for WBE participation were established for design contracts. DCAM is currently reviewing these goals through an

ongoing disparity study conducted by an outside consultant and jointly commissioned with the Massachusetts Housing Finance Agency in 2005.

Achieving contract MBE/WBE goals is a priority at DCAM. Prior to the award of contracts with goals, contractors and designers submit a Schedule of MBE/WBE Participation showing that the applicable MBE/WBE participation goals for the contract will be met. All MBE/WBE design and construction contract goals are subject to reduction or waiver based upon project specific circumstances.

Once the project is underway, DCAM closely monitors the contractors' performance and works with contractors to ensure that the MBE/WBE participation goals are reached or exceeded and that all MBE/WBE subcontractors and consultants perform their work. DCAM's compliance officers, engineers, project managers, and legal staff all participate in this effort. In the occasional instances in which MBE/WBE participation goals have not been met and circumstances warrant agency action, DCAM can and does assess monetary damages against the contractor or designer and may also pursue other legal avenues.

Expanded Outreach to MBEs and WBEs

Chapter 193 of the Acts of 2004, the new public construction reform law that was signed into law on July 19, 2004, changed public construction statutes, thresholds, and procedures to be followed for public construction projects. Among its sweeping provisions, the new law includes: an MBE/WBE program requirement for state funded municipal projects; new higher thresholds for general and filed sub-bidders; DCAM certification for filed sub-bidders; prequalification requirements for both general and filed sub-bidders on certain public building projects and new alternative delivery options for awarding authorities. The new law mandates that MBE and WBE goals applicable to state funded municipal projects be developed by DCAM in consultation with SOMWBA along with information about reductions or waivers of such goals in appropriate circumstances. The DCAM web site www.mass.gov/cam/ has posted the new law with related information. As part of the agency's outreach efforts, DCAM's staff have conducted seminars and given presentations on the new law and the municipal MBE/WBE program to various groups and organizations across the state.

In addition, DCAM's Compliance staff continues the agency's long-term outreach commitment by serving as panelists for MBE/WBE vendor workshops coordinated by the Commonwealth's Affirmative Market Program and for other design and construction related educational seminars. DCAM will continue its MBE/WBE education and outreach programs in FY07, and remains committed to creating opportunities for MBE/WBE firms.

FY06 MBE Narrative

DCAM exceeded its benchmarks for MBE participation in construction contract awards and expenditures in FY06. DCAM awarded 37 new contracts for construction and renovation projects in FY06 in the amount of \$127,847,438.00. Thirty-one (31) MBE construction companies were scheduled to receive \$9,629,819.15 on these FY06 projects, accounting for 7.53% of the total construction contract dollars awarded, exceeding the 7.4% MBE goal. The following are some of the largest construction subcontracts awarded to MBE firms in FY06:

<u>MBE Firm</u>	<u>Project</u>	<u>Contract</u>	<u>Value</u>
Amerphil Inc.	New Cronin Rink	Earthwork	\$641,750
Essex Newbury North Contracting	New Plymouth Trial Court	Drywall	\$1,539,975

Handford General Contractors, Inc.	New Plymouth Trial Court	Concrete Slabs	\$794,000
Regis Steel Corporation	New Plymouth Trial Court	Rebar	\$661,000
Titan Roofing, Inc.	Springfield Court	Membrane Roofing	\$815,900

During FY06 payments made to MBE construction contractors and subcontractors (under both contracts awarded in FY06 and contracts that extended into FY06 but awarded in prior years) were again substantial. Of \$217,663,634.00 DCAM paid to construction contractors, MBE contractors received \$19,014,432.00 in FY06, 8.74% of the total, exceeding the 7.4% goal¹.

DCAM also exceeded its MBE benchmarks for design contract awards and expenditures. During FY06 DCAM awarded 47 new design contracts for a total value of \$15,735,385.00. MBE designers and subconsultants were scheduled to receive subcontracts totaling \$1,433,639.00 (9.11%) of the total design contract dollars awarded, exceeding the 8% goal. Of \$21,299,287.00 DCAM paid to design contractors in FY06, MBE designers and subconsultants received \$1,984,641.00, or 9.32% of the total, also exceeding the 8% goal¹.

FY06 WBE Narrative

DCAM exceeded its WBE benchmarks for contract awards and payments on construction projects in FY06. DCAM awarded 37 new contracts for construction and renovation projects in FY06 in the amount of \$127,847,438.00. Thirty-nine (39) WBE construction companies were scheduled to participate on DCAM FY06 construction projects. These WBE firms were scheduled to receive \$8,292,813.49 (6.5%) of the construction contract dollars awarded by DCAM in FY06, significantly exceeding the 4% WBE goal. The following are some of the largest subcontracts awarded to WBE construction contractors in FY06:

<u>WBE Firm</u>	<u>Project</u>	<u>Contract</u>	<u>Value</u>
Architectural Millwork Installation Specialists	New Plymouth Trial Court	Millwork	\$599,910
Atlantic Bridge & Engineering	New Girls' Facility Westborough State Hospital	Structural Steel	\$618,000
C.R.C. Company, Inc.	Agawam Veterans' Memorial Cemetery	General Contractor	\$3,795,000
RMI Construction Services, LLC	New Plymouth Trial Court	Concrete Rebar	\$328,740
SOS Corporation	New Plymouth Trial Court	Construction Cleaning	\$317,840

¹ Payments to MBE/WBE subcontractors and subconsultants are reported to DCAM quarterly by the prime contractor and designer on each contract. DCAM's MBE/WBE payment data is based on the information available to DCAM at the time that its fiscal year reports are compiled. Many DCAM projects are performed over several fiscal years. Therefore, a portion of MBE/WBE payments reported by general contractors and prime design firms in FY05 are for projects awarded during prior fiscal years. MBE and WBE participation goals on DCAM projects may be waived or reduced under specific criteria.

DCAM paid \$217,663,634.00 to construction contractors during FY06. WBE firms on DCAM construction projects received payments totaling \$15,575,235.00 during FY06, or 7.2% of the total expenditure, significantly exceeding the 4% WBE goal.¹

During FY06 DCAM awarded 47 new design contracts for a total value of \$15,735,385.00. WBE designers and subconsultants were scheduled to receive subcontracts totaling \$431,220.00 (2.74%) of the total design contract dollars awarded, falling short of the 4% WBE goal. DCAM paid \$21,299,287.00 to design contractors in FY06. Payments to WBE designers and subconsultants on all design contracts in FY06 totaled \$1,724,602.00, or 8.1% of the total expenditure, double the 4% WBE goal¹.

² Payments to MBE/WBE subcontractors and subconsultants are reported to DCAM quarterly by the prime contractor and designer on each contract. DCAM's MBE/WBE payment data is based on the information available to DCAM at the time that its fiscal year reports are compiled. Many DCAM projects are performed over several fiscal years. Therefore, a portion of MBE/WBE payments reported by general contractors and prime design firms in FY05 are for projects awarded during prior fiscal years. MBE and WBE participation goals on DCAM projects may be waived or reduced under specific criteria.

DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE (DCAM)

CONSTRUCTION & DESIGN

**DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE						
FY06 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$217,663,634	\$24,813,654.27	\$19,014,432	\$15,575,235	\$34,589,667	\$9,776,013
TOTAL	\$217,663,634	\$24,813,654.27	\$19,014,432	\$15,575,235	\$34,589,667	\$9,776,013

DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE						
FY06 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$21,299,287	\$2,555,914	\$1,984,641	\$1,724,343	\$3,708,983	\$1,153,069
TOTAL	\$21,299,287	\$2,555,914	\$1,984,641	\$1,724,343	\$3,708,983	\$1,153,069

**DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE						
FY06 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY06 Total AWARDS	FY06 M/WBE Benchmark	MBE AWARDS	WBE AWARDS	FY06 AWARDS (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$127,847,438	\$14,574,607.93	\$9,629,819	\$8,292,813	\$17,922,633	\$3,348,025
TOTAL	\$127,847,438	\$14,574,607.93	\$9,629,819	\$8,292,813	\$17,922,633	\$3,348,025

DIVISION OF CAPITAL ASSET MANAGEMENT AND MAINTENANCE						
FY06 DESIGN AWARDS						
	1	2	3	4	5	6
	FY06 Total AWARDS	FY06 M/WBE Benchmark	MBE AWARDS	WBE AWARDS	FY06 AWARDS (Col. 3+4)	VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	\$15,735,385	\$1,888,246	\$1,433,639	\$431,220	\$1,864,859	-\$23,387
TOTAL	\$15,735,385	\$1,888,246	\$1,433,639	\$431,220	\$1,864,859	-\$23,387

EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS (EOEA)

Message from the Secretary

The Environmental Secretariat remains committed to working diligently with the Affirmative Marketing Program in expanding opportunities for women and minority-owned businesses. In this Administration, we undertook new initiatives such as Smart Growth and most recently a diesel retrofit program for school and transit buses which will improve air quality in Environmental Justice designated communities. These initiatives will build upon the objectives set forth in the Affirmative Marketing Program.

Robert W. Golledge, Jr.
Secretary

Mission Statement

The Executive Office of Environmental Affairs seeks to preserve and enhance the quality of life in Massachusetts by protecting the environment and conserving natural resources. The Secretariat consists of the Executive Office and four agencies:

- Department of Environmental Protection (DEP)
- Department of Agricultural Resources (DAR)
- Department of Fisheries and Game (DFG)
- Department of Conservation and Recreation (DCR)

EOEA's mandate is stated in Article XCVII of the Massachusetts Constitution: "The people shall have the right to clean air and water, freedom from excessive and unnecessary noise, and the natural, scenic, historic, and aesthetic qualities of their environment; and the protection of the people in their right to the conservation, development, and utilization of the agricultural, mineral, forest, water, air and other natural resources is hereby declared to be a public purpose." To meet its mission, EOEA seeks to improve, refocus, and move beyond "traditional" regulatory approaches that have been relied upon in the past.

In the implementation of this new approach, EOEA has focused its efforts in the following areas:

- **Ocean Management:** Ensure the stewardship of the state's coastal and marine resources through better governance, improved water quality, and greater attention to public trust and access issues.
- **Water Resources:** Preserve, protect and restore water resources and supporting ecosystems within the state's watersheds, and ensure sound management and efficient use of water resources.
- **World Class Parks:** Improve the management and maintenance of facilities and through public-private partnerships to increase resources available to the state's unified park system.
- **Lean and Green:** Establish clear and performance-based regulatory standards, reduce paperwork and process, increase transparency of information, and strengthen enforcement efforts.
- **Smart Land Protection:** Maximize the state's ability to preserve natural resources of statewide significance through strategic leveraging of private, municipal and federal funds.
- **Sustainable Development and Brownfields:** Promote compact, walkable development and environmentally sustainable land use as defined in the development principles adopted by the Office of Commonwealth Development.
- **Environmental Justice:** Fast-track efforts to identify and advance solutions in communities facing acute environmental issues.

Overview of Secretariat Agencies

The **Department of Environmental Protection** is responsible for protecting human health and the environment by ensuring clean air and water, the safe management and disposal of solid and hazardous wastes, the timely cleanup of hazardous waste sites and spills, and the preservation of wetlands and coastal resources.

The **Department of Agricultural Resources'** mission is to support, promote and enhance the long-term viability of Massachusetts agriculture with the aim of helping this state's agricultural businesses become as economically and environmentally sound as possible. By so doing, it is hoped that our farmers will continue to support and maintain thousands of acres of valuable open space for the benefit of the state's economy and environment. The Department's divisions and bureaus are working to fulfill this mission through a variety of initiatives and programs.

The **Department of Fisheries and Game** is responsible for the management and protection of the state's fisheries and wildlife, including rare and endangered species. DFG promotes protection, restoration, and ecological integrity of the Commonwealth's rivers streams, and adjacent lands, undertakes river protection and monitoring efforts, and provides boat and canoe access at over 200 sites on coastal waters, Great Ponds and rivers. The Division of Marine Fisheries is responsible for managing the Commonwealth's marine fishery resources including shellfish and lobster. The Fisheries and Wildlife Division has stewardship responsibility for all inland wildlife, including rare and endangered species, and also provides outdoor recreation opportunities for public enjoyment.

The **Department of Conservation and Recreation** is composed of the Division of Water Supply Protection, Division of State Parks and Recreation, and the Division of Urban Parks and Recreation. DCR is the state's primary land management and natural resource planning agency. It is responsible for the care and oversight of the natural, cultural, and historic resources of the Commonwealth and provides quality public recreational opportunities that are environmentally sound, affordable, and accessible to all citizens. Its statewide holdings include forests, salt and freshwater beaches, lakes and ponds, skating rinks, tennis courts, swimming pools, athletic fields, bicycle/jogging paths, playgrounds, bandstands and music shells (including the Hatch Memorial Shell on the Charles River Esplanade), historic sites and museums, golf courses, downhill ski areas, and parkways. DCR also manages a 120,000-acre watershed and reservoir system that provides water for 2.5 million people. In addition to operating and managing these facilities, DCR performs resource assessments, planning, design, construction and scientific services.

FY06 MBE/WBE Narrative

The agencies of the Executive Office of Environmental Affairs (EOEA) employ a variety of administrative tools for expanding opportunities for minority women owned businesses. It should be noted, however, that per OSD guidelines, departments are mandated to utilize statewide contracts for the bulk of discretionary spending. Departments are therefore somewhat dependent on the number of M/WBE vendors on statewide contract for demonstrating success from a procurement standpoint.

In DEP, the Contract Compliance Unit continues to be an advocate for improving opportunities for Minority and Women-Owned Businesses. One of the ways this is accomplished is by implementing measures to keep cost center managers, bureau directors and senior management informed through progress reports and in-house training. DEP continues to build a strong partnership with the M/WBE community by disseminating information and acting as a liaison between M/WBE vendors, the State Office of Minority and Women Business Assistance (SOMWBA), the US Environmental Protection Agency's (US EPA) Disadvantage Business Enterprise (DBE) Program and the Commonwealth's AMP.

DCR has two Affirmative Market Co-Coordinators. One of the two co-coordinators serves as the RFR Committee Team Leader. He scrutinizes all RFRs to ensure that MBEs and WBEs are included among the qualified subcontractors that are considered for participation on projects that are multi-trade with estimated costs in excess of \$50,000. The other member of the AMP Coordination Team is a staff member in the Office of Contract Administration. He monitors the agency's contract awards and provides assistance to other departments in creating opportunities for inclusion in contracting and procurement activity.

DAR continues to push for the agricultural industry's commodity groups, associations, and farm businesses to become recognized as M/WBEs through SOMWBA certification. While the Department awards funds to many entities that would qualify for, and would benefit from, SOMWBA certification, it remains a challenge to persuade these entities to apply. The Department consistently communicates the benefits of SOMWBA certification to the agricultural industry.

Within the Executive Office (ENV) itself, all Requests for Responses include a clause (item 15) which describes the Affirmative Market Program and encourages M/WBE to bid and, if not already SOMWBA-certified, directs them to SOMWBA. With respect to purchases from both price agreements and master service agreements, ENV staff is encouraged to give greater consideration to M/WBE vendors. As always, EOEA ensures that there remain opportunities for M/WBEs to compete for and, where appropriate, to receive contracts as well as subcontracts. And we will continue to be an active participant in all vendor-related events where the Agency is able to outreach to M/WBE vendors who are willing, ready and able to do business with the Commonwealth.

FY06 MBE Narrative

The Department of Environmental Protection MBE spending increased 128% from \$216,526 to \$494,062. The bulk of MBE expenditures were in the areas of office supplies, IT equipment, and IT consulting.

The Department of Agricultural Resources MBE spending increased from \$13,215 in FY05 to \$34,118 in FY06; a 158% increase. The bulk of the MBE expenditures were in the areas of office supplies, and temporary help services.

The Department of Fisheries and Game MBE spending increased from \$216,399 in FY05 to \$286,489 in FY06; a 32% increase. The bulk of the MBE expenditures were in the areas of printing and office supplies.

DCR MBE spending increased 28% from \$2,636,799 to \$3,365,865. The bulk of expenditures were in construction costs.

The Executive Office of Environmental Affairs MBE spending decreased from \$221,650 to \$106,006 due to a decrease in need for temporary help services and the type of consultants contracted in FY06.

FY06 WBE Narrative

The Department of Environmental Protection WBE spending increased 60% from \$445,769 to \$714,151. The bulk of WBE expenditures were in the areas of IT consulting and temporary help services.

For DAR, WBE spending increased by 113% from \$23,656 in FY05 to \$50,458 in FY06. The bulk of the WBE expenditures were in the areas of office supplies, consulting, and temporary help services.

The Department of Fisheries and Game WBE spending increased from \$105,459 in FY05 to \$758,454 in FY06. This major increase was due to a large construction project.

DCR WBE spending increased 6.7% from \$3,070,982 to \$3,276,443. The bulk of WBE expenditures were in the areas of construction supplies, uniforms, and consultants.

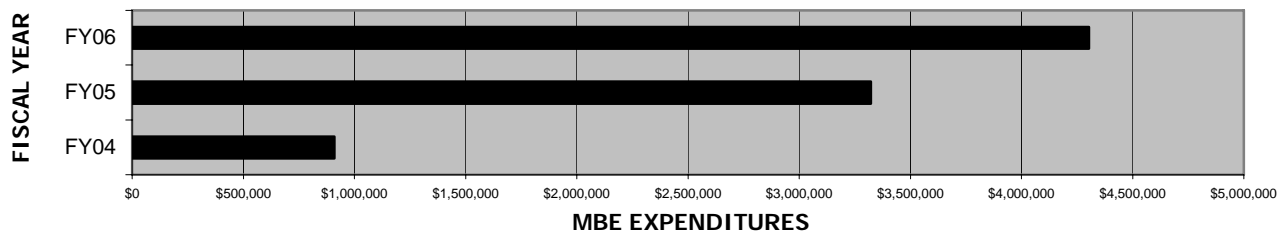
The Executive Office of Environmental Affairs increased 96% from 181,588 to \$356,117. The bulk of WBE expenditures related to consulting services.

Historical Spending Trend Minority Business Enterprise (MBE)

EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS

	FY04	FY05	FY06
Department of Agricultural Resources (formerly Food and Agriculture)	\$11,797	\$13,215	\$34,118
Department of Conservation and Recreation (formerly Metropolitan District Commission)	\$291,440	\$2,636,799	\$3,365,865
Department of Fish and Game	\$72,446	\$216,399	\$286,489
Environmental Protection	\$397,329	\$216,526	\$494,062
Executive Office	\$117,472	\$221,650	\$106,006
State Reclamation Board	\$19,216	\$17,774	\$16,429
TOTAL	\$909,700	\$3,322,363	\$4,302,969

E.O. ENVIRONMENTAL AFFAIRS MBE

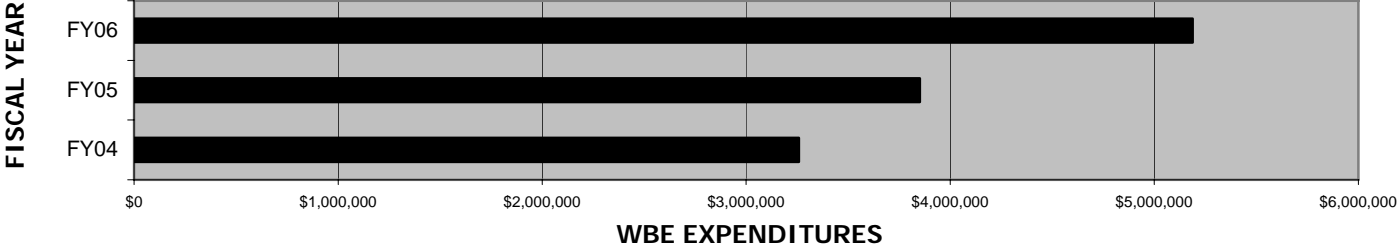


Historical Spending Trend Minority Business Enterprise (WBE)

EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS

	FY04	FY05	FY06
Department of Agricultural Resources (Formerly Food and Agriculture)	\$10,647	\$23,656	\$50,458
Department of Conservation and Recreation (formerly Metropolitan District Commission)	\$2,709,107	\$3,070,982	\$3,276,443
Department of Fish and Game	\$79,843	\$105,459	\$758,454
Environmental Protection	\$281,778	\$445,769	\$714,151
Executive Office	\$151,193	\$181,588	\$356,117
State Reclamation Board	\$24,693	\$23,275	\$31,632
TOTAL	\$3,257,261	\$3,850,729	\$5,187,255

E.O. ENVIRONMENTAL AFFAIRS WBE



**EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS								
	FY06 Disc. Base	2Yr (04/05) Average	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Department of Agricultural Resources	\$4,055,167	\$12,506	\$500	\$13,006	\$22,032	\$12,086	\$34,118	\$21,112
Department of Conservation and Recreation		\$1,464,120		\$1,464,120	\$3,336,859	\$29,006	\$3,365,865	\$1,901,746
Department of Fish and Game	\$5,765,815	\$144,423	(\$20,000)	\$124,423	\$215,777	\$70,712	\$286,489	\$162,067
Environmental Protection	\$41,985,941	\$306,863	\$0	\$306,863	\$490,827	\$3,235	\$494,062	\$187,199
Executive Office of Environmental Affairs	\$6,553,567	\$169,561	\$52,089	\$221,650	\$98,052	\$7,954	\$106,006	(\$115,644)
State Reclamation Board	\$1,817,748	\$18,495	\$2,100	\$20,595	\$14,747	\$1,682	\$16,429	(\$4,166)
TOTAL	\$60,178,238	\$2,115,967	\$34,689	\$2,150,656	\$4,178,294	\$124,675	\$4,302,969	\$2,152,313

**EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

WOMAN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS								
	FY06 Disc. Base	2Yr (04/05) Average	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Department of Agricultural Resources	\$4,055,167	\$17,152	\$1,000	\$18,152	\$49,665	\$793	\$50,458	\$32,307
Department of Conservation and Recreation		\$2,890,045		\$2,890,045	\$3,254,693	\$21,750	\$3,276,443	\$386,399
Department of Fish and Game	\$5,765,815	\$92,651	\$0	\$92,651	\$740,160	\$18,294	\$758,454	\$665,803
Environmental Protection	\$41,985,941	\$362,746	\$0	\$362,746	\$709,743	\$4,408	\$714,151	\$351,406
Executive Office of Environmental Affairs	\$6,553,567	\$166,391	\$15,197	\$181,588	\$351,284	\$4,833	\$356,117	\$174,530
State Reclamation Board	\$1,817,748	\$23,984	\$1,600	\$25,584	\$29,922	\$1,710	\$31,632	\$6,048
TOTAL	\$60,178,238	\$3,552,967	\$17,797	\$3,570,764	\$5,135,467	\$51,788	\$5,187,255	\$1,616,491

EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES (EOHHS)

Message from the Secretary

As the Commonwealth's secretariat responsible for approximately half of the state's expenditures, the Executive Office of Health and Human Services holds the greatest opportunity for partnerships with minority and women-owned businesses. In this regard, we take the goal of increasing our relationships with minority and women-owned businesses seriously and strive to be the model for other Commonwealth agencies. As always, we remain committed to supporting a diverse network of vendors which helps us to better serve our clients and achieve our FY2007 goals.

Timothy R. Murphy
Secretary

Mission Statement

The Executive Office of Health and Human Services (EOHHS) oversees essential health, social, disability, childcare, juvenile crime prevention, elder and veteran services programs for residents of the Commonwealth and employs 26,000 staff. EOHHS and its agencies provide services through state operated programs, contracts with private organizations, and direct benefit payments. This Secretariat, the largest in the Governor's cabinet, includes a total of fifteen departments and leads the way in expenditures with Minority and Women owned businesses.

Minority Business Spending

During fiscal year 2006 Secretariat agencies continued to lead the Commonwealth in Minority Business Enterprise (MBE) expenditures, which totaled \$139,413,985. Nine (9) of our sixteen (16) agencies exceeded their MBE spending from last fiscal year, again reflecting the commitment of the Secretariat to work with MBE community-based organizations to provide health and human services. Our FY 2006 MBE expenditures represent over 70% of all MBE expenditures for goods and services for the Commonwealth's executive branch.

Women Business Spending

This was our eighth year of systematically and actively reaching out to Women Business Enterprises (WBE's). We spent \$184,967,186 on WBE's, exceeding our total from last year of \$156,089,701, an increase of 18%. Fourteen (14) of our sixteen (16) agencies exceeded their benchmarks. This represents over 78% of the executive branch expenditures with WBE's in goods and services.

Issues and Concerns

There are a relatively low number of M/WBE's in Not for Profit Health and Human Services Field. Several EOHHS agencies are limited in their spending with M/WBE's by the lack of SOMWBA certified not for profit health and human services providers. Given the specific nature of the services that our agencies are mandated to provide, and the limited extent to which M/WBE's are currently available for the provision of those services, benchmarks are sometimes unattainable.

Accomplishments and Initiatives

- MCDHH not only significantly increased its spending, the department also increased the number of minority- and women-owned vendors used.

- MCDHH focused on expanding awareness of business opportunities to members of the SOMWBA-certified community by its commitment to post ALL solicitations, including those below the \$50,000 benchmark, on Comm-PASS.
- MCDHH also included a strong commitment to further expand MBE and WBE business in the following commodity areas:
- Printing services
- Food and catering services
- ORI – Continued to identify and reach out to eligible minority owned refugee service provider organizations requiring assistance with SOMWBA certification, and encouraged MBE participation in several competitive procurements conducted by the agency.
- DPH - While facing the challenge of budget cuts with the resulting reduced staffing and loss of discretionary spending, DPH still made significant progress over last year's benchmark. DPH oversees essential health services programs for residents of the Commonwealth and employs 3,310 staff and provide these services through state operated programs (hospitals), and contracts with private organizations.
- VET - Continues to renew contracts with MBE's and WBE's and seeks out new ones for incidental purchases.
- DSS – For FY07 DSS is developing procedures to monitor vendors' progress in meeting their AMP benchmarks within their contracts.
- DMH - Committed to the Affirmative Market Program. A limited number of new procurements over the past two years has hindered ability to improve MBE procurements. We will continue to make a robust effort to encourage agency staff to purchase from MBEs on statewide contracts, particularly during this very low procurement period the Agency is experiencing.
- DMH - The team shares existing and new MBE & WBE information with all DMH Area Contract Managers in an effort to increase Agency expenditures in both M & WBEs.
- HCF – Increased spending by contracting with M/WBE vendors for temporary help, as well as IT consultants and supplies.

Outreach to M/WBE's

Several agencies are actively working to increase and strengthen the pool of not for profit health and human services providers that are SOWMBA certified.

The Department of Social Services (DSS) has developed a strategy:

1. Work with existing M/WBE's to ensure their continued SOWMBA certification.
2. Work with eligible providers to submit their documentation to achieve SOMWBA certification.
3. Continued support and technical assistance to contractors as needed.

EOHHS Department Overviews

Massachusetts Commission for the Deaf and Hard of Hearing

The Massachusetts Commission for the Deaf and Hard of Hearing is the principal agency in the Commonwealth on behalf of people of all ages who are deaf and hard of hearing. To fulfill its function, MCDHH is mandated to:

- Promulgate and coordinate public policy;
- Deliver technical assistance and resources to other state agencies as needed;
- Advocate;
- Provide or ensure provision of direct specialized services including but not limited to case management, interpreter services, technology services including telecommunication and

assistive listening devices, independent living services, information services, and such other services as it determines are needed;

- Carry out public education;
- Ensure the accessibility and quality of existing services and recommend new services as needed; and
- Make recommendations to the Governor

All functions and services are carried out in order to enable deaf and hard of hearing individuals to have access to information, services, education, and opportunities which will be equal to those of able-bodied people who hear and which will enable each deaf and hard of hearing individual to live productively and independently while assuming fullest responsibilities as a citizen.

The Massachusetts Commission for the Deaf and Hard of Hearing reports the following FY'06 MBE accomplishments:

- FY'06 spending: **\$23,045**
- FY'05 spending: **\$18,588**
- Change in MBE spending, FY'06 over FY'05: **16% increase**

This increase in committed dollars is paralleled by an increase in number of MBE vendors with whom we did business. In FY'06 our spending is for goods and services procured from **five** vendors. The corresponding number of vendors is **four** for FY'05 and **two** for FY'04. This increase reflects MCDHH's support of Executive Order 390 as a business development program.

The Massachusetts Commission for the Deaf and Hard of Hearing reports the following FY'06 WBE accomplishments:

- FY'06 spending: **\$130,156**
- FY'05 spending: **\$42,283**
- Change in WBE spending, FY'06 over FY'04: **206% increase**

Besides significantly increasing its WBE spending in FY'06 relative to that in FY'05, MCDHH also increased the number of WBE vendors we did business with from seven in FY'05 to eight in FY'06. The corresponding FY'04 number of WBE vendors is four. Again, MCDHH's actions reflect commitment to supporting the intention of Executive Order 390 as a business development initiative.

It bears noting, however, that \$38,332 in spending or 30% represents business with **two** vendors for **non-recurring needs**. Specifically, this 30% is derived from KNF&T for office temporary help in two vacant positions that subsequently were filled, and from Regina Villa Associates for event-planning services for MCDHH's 20th Anniversary celebration. Additionally, \$74,708 or 58% of our WBE spending is with the **single vendor** Kyran Research Associates from an **unpredictable and variable funding source**. Our Kyran work is for ongoing development and enhancement of a custom software system, the magnitude of which is generally limited each year to the dollars we have available – dollars largely derived from IT Bond funding, an unreliable and unpredictable funding source. Thus, while MCDHH is certainly proud of its FY'06 Affirmative Market Program accomplishment, we recognize we cannot match it in FY'07 with existing fiscal resources and our existing work plan for the year.

Accomplishment and Initiatives

Accomplishments include:

- Increases in both MBE and WBE spending over FY'05 levels

- Increases in number of vendors supported, both MBE and WBE, over FY'05 numbers

General initiatives focus on expanding awareness of business opportunities to members of the SOMWBA-certified community by our commitment to post ALL solicitations, including those below the \$50,000 benchmark, on Comm-PASS.

Specific initiatives include strong commitment to further expand MBE and WBE business in the following commodity areas:

- Printing services
- Food and catering services

With regard to food and catering services, MCDHH notes that we are mandated to use the statewide contract for food and catering services under OSD Policy Guidance 05-19. In the course of planning an event with the theme of ***multi-culturalism and cultural awareness***, we were unable to identify a statewide contract vendor that supplied ethnic food. This niche – the provision of ethnic food – seems to be an area in which an MBE and/or WBE vendor could easily be identified.

With regard to printing services, our FY'05 experience was repeated in FY'06: Despite communicating job specifications to SOMWBA-certified printers as part of requests for quotations on several occasions, responses arrived later than mainstream vendors and prices were higher. We continue to search aggressively for a printer whose capacity, pricing, and lead times are no more than 25% less favorable than the vendor we customarily use.

MCDHH shares its vendor experience with Affirmative Market Program Director Monsi Quinones on a frequent and timely basis so that she may transmit our constructive feedback to M/WBE-certified vendors to help enhance their competitiveness with more established mainstream vendors.

The Massachusetts Commission for the Deaf and Hard of Hearing remains firmly committed to this very important business development initiative.

Massachusetts Commission for the Blind (MCB): The MCB provides the highest quality rehabilitation and social services to blind individuals, leading to independence and full community participation. MCB accomplishes this critical mission by working in partnership with legally blind consumers, families, community agencies, health care providers, and employers.

FY06 MBE Narrative: In FY06, MCB continued to provide quality services to its clients. While MCB failed to meet its MBE benchmark, it does try to choose an MBE vendor whenever possible when not required to select someone from the Statewide MSA list. However, qualified MBE providers in the highly specialized blindness category are limited.

FY06 WBE Narrative: MCB exceeded its goal in purchasing from WBE vendors this year. This was done by continuing to choose a qualified WBE vendor when not required to use one from the statewide MSA list.

Accomplishments and Initiatives: Although MCB failed to meet its goal in MBE spending, it did exceed its goal in WBE spending and overall result was that MCB did manage to exceed its average spending goal in MBE/WBE combined.

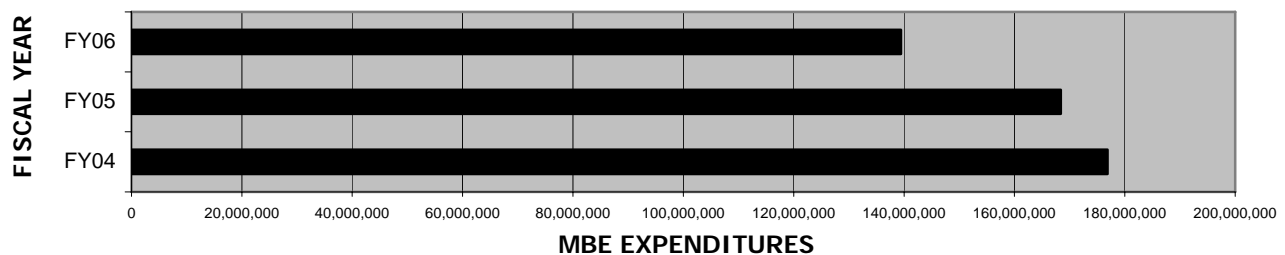
**Executive Office of Health and Human Services
Historical Spending Trend-Minority Business Enterprises (MBEs)**

	FY04	FY05	FY06
Department of Elder Services	\$16,313,482	\$18,670,440	\$21,612,796
Department of Medical Assistance	\$518,222	*	*
Department of Mental Health	\$22,314,515	\$14,751,485	\$14,838,565
Department of Mental Retardation	\$33,976,509	\$27,372,355	\$29,148,249
Department of Public Health	\$20,746,402	\$23,272,174	\$26,145,636
Department of Social Services	\$23,976,456	\$24,262,199	\$25,251,506
Department of Transitional Assistance	\$10,415,399	\$10,660,177	\$13,963,940
Department of Veteran's Services	\$431,841	\$466,951	\$588,101
Department of Youth Services	\$5,011,559	\$5,809,769	\$3,301,161
Division of Health Care Finance & Policy	\$29,282	\$65,659	\$41,440
Executive Office	\$53,762	\$1,777,203	\$1,938,086
Holyoke Soldiers' Home	\$169,949	\$212,265	\$132,425
Massachusetts Commission For Deaf & Hard of Hearing	\$8,518	\$18,589	\$23,045
Massachusetts Commission for the Blind	\$130,106	\$56,333	\$57,953
Massachusetts Office for Refugees and Immigrants	\$809,116	\$829,728	\$627,027
Massachusetts Rehabilitation Commission	\$2,362,602	\$1,204,139	\$1,427,127
Office for Child Care Services	\$39,356,717	\$38,754,712	**
Soldiers Home in Massachusetts (formerly Chelsea Soldier's Home)	\$260,970	\$239,028	\$316,928
TOTAL	\$176,885,407	\$168,423,206	\$139,413,985

* This office merged with EOHHS

** This department moved to the Department of Education Secretariat in FY06

E.O. HEALTH AND HUMAN SERVICES HISTORICAL MBE

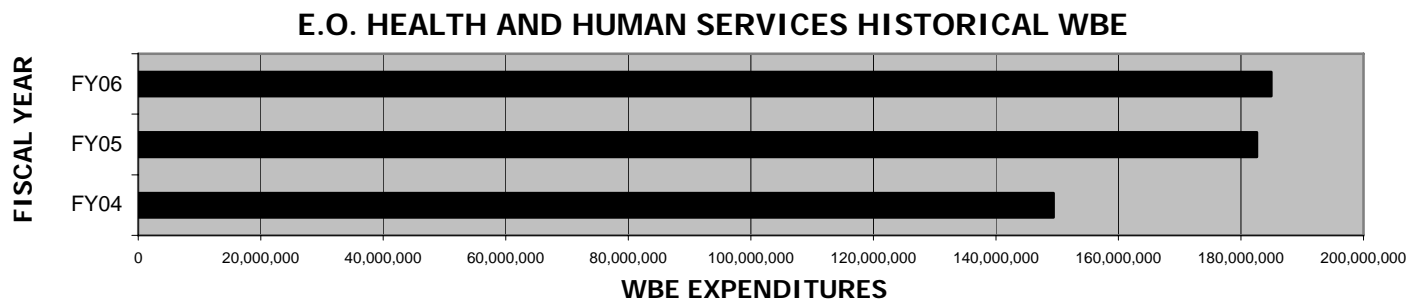


**Executive Office of Health and Human Services
Historical Spending Trend-Women Business Enterprises (WBEs)**

	FY04	FY05	FY06
Department of Elder Services	\$5,102,789	\$5,636,977	\$8,846,131
Department of Medical Assistance	\$1,144,161	*	*
Department of Mental Health	\$32,481,702	\$33,711,626	\$35,023,510
Department of Mental Retardation	\$40,219,324	\$48,664,374	\$54,833,923
Department of Public Health	\$7,468,718	\$16,063,749	\$21,996,740
Department of Social Services	\$14,461,223	\$32,059,751	\$36,913,972
Department of Transitional Assistance	\$19,608,582	\$6,326,311	\$7,877,456
Department of Veteran's Services	\$17,607	\$159,949	\$351,017
Department of Youth Services	\$719,591	\$3,592,492	\$4,008,035
Division of Health Care Finance & Policy	\$130,401	\$48,759	\$197,625
Executive Office	\$504,956	\$5,189,959	\$8,583,854
Holyoke Soldiers' Home	\$13,466	\$26,390	\$16,263
Massachusetts Commission For Deaf & Hard of Hearing	\$25,290	\$42,283	\$130,156
Massachusetts Commission for the Blind	\$502,323	\$435,597	\$529,588
Massachusetts Rehabilitation Commission	\$3,205,709	\$4,044,024	\$5,572,626
Office for Child Care Services	\$23,742,471	\$26,512,501	*
Office for Refugees and Immigrants	\$5,777	\$10,448	\$4,507
Soldiers' Home in Massachusetts (Formerly Chelsea Soldiers Home)	\$51,596	\$77,012	\$81,783
TOTAL	\$149,405,686	\$182,602,202	\$184,967,186

* This office merged with EOHHS

** This department moved to Department of Education Secretariat in FY06



Our greatest challenge will be to implement the new AMP language in our contracts and continue to increase MBE and WBE spending in these challenging financial times.

**EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES								
	FY06 Disc. Base	2Yr (04/05 Average)	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Department of Elder Services	\$241,447,789	\$17,491,961	\$695,134	\$18,187,095	\$17,351,446	\$4,261,350	\$21,612,796	\$3,425,701
Department of Mental Health	\$401,893,395	\$18,280,150	\$0	\$18,280,150	\$14,739,379	\$99,186	\$14,838,565	(\$3,441,585)
Department of Mental Retardation	\$822,953,103	\$30,674,432	\$100,000	\$30,774,432	\$29,010,862	\$137,387	\$29,148,249	(\$1,626,183)
Department of Public Health	\$368,880,863	\$22,009,288	\$1,100,464	\$23,109,752	\$25,866,491	\$279,145	\$26,145,636	\$3,035,884
Department of Social Services	\$558,095,016	\$24,119,328	\$1,637,883	\$25,757,211	\$23,861,656	\$1,389,850	\$25,251,506	(\$505,705)
Department of Transitional Assistance	\$139,909,556	\$10,537,772	(\$905,382)	\$9,632,390	\$13,916,935	\$47,005	\$13,963,940	\$4,331,550
Department of Veterans' Services	\$8,361,902	\$449,396	(\$49,396)	\$400,000	\$588,101		\$588,101	\$188,101
Department of Youth Services	\$104,614,194	\$5,410,664	\$415,786	\$5,826,450	\$3,213,851	\$87,310	\$3,301,161	(\$2,525,289)
Division of Health Care Finance and Policy	\$5,809,302	\$47,471	(\$10,000)	\$37,471	\$27,914	\$13,526	\$41,440	\$3,970
Executive Office of Health and Human Services	\$129,603,750	\$915,483	\$359,517	\$1,275,000	\$1,849,956	\$88,130	\$1,938,086	\$663,087
Holyoke's Soldiers Home	\$4,382,848	\$191,107	(\$60,823)	\$130,284	\$104,114	\$28,311	\$132,425	\$2,141
Mass. Commission for Deaf & Hard of Hearing	\$2,640,473	\$13,554	\$0	\$13,554	\$21,612	\$1,433	\$23,045	\$9,492
Mass. Commission for the Blind	\$16,617,378	\$93,220	\$2,500	\$95,720	\$49,993	\$7,960	\$57,953	(\$37,767)
Mass. Office for Refugee and Immigrants	\$3,890,132	\$819,422	\$5,578	\$825,000	\$627,027		\$627,027	(\$197,973)
Mass. Rehabilitation Commission	\$85,294,618	\$1,783,371	\$10,000	\$1,793,371	\$1,380,303	\$46,824	\$1,427,127	(\$366,244)
Soldiers' Home in Massachusetts	\$5,962,833	\$249,999	\$5,000	\$254,999	\$271,702	\$45,226	\$316,928	\$61,929
TOTAL	\$2,900,357,152	\$133,086,615	\$3,306,261	\$136,392,876	\$132,881,342	\$6,532,643	\$139,413,985	\$3,021,109

**EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES								
	FY06 Disc. Base	2Yr (04/05 Average)	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Department of Elder Services	\$241,447,789	\$5,369,883	(\$1,371,718)	\$3,998,165	\$222,149	\$8,623,982	\$8,846,131	\$4,847,966
Department of Mental Health	\$401,893,395	\$32,820,853	\$0	\$32,820,853	\$34,990,961	\$32,549	\$35,023,510	\$2,202,657
Department of Mental Retardation	\$822,953,103	\$44,441,849	\$150,000	\$44,591,849	\$54,815,392	\$18,531	\$54,833,923	\$10,242,074
Department of Public Health	\$368,880,863	\$11,766,234	\$588,312	\$12,354,546	\$21,764,923	\$231,817	\$21,996,740	\$9,642,195
Department of Social Services	\$558,095,016	\$23,260,487	\$10,419,740	\$33,680,227	\$36,091,489	\$822,483	\$36,913,972	\$3,233,745
Department of Transitional Assistance	\$139,909,556	\$12,967,447	(\$6,244,095)	\$6,723,352	\$7,842,494	\$34,962	\$7,877,456	\$1,154,105
Department of Veterans' Services	\$8,361,902	\$88,778	(\$70,778)	\$18,000	\$348,241	\$2,776	\$351,017	\$333,017
Department of Youth Services	\$104,614,194	\$2,156,042	\$165,682	\$2,321,724	\$4,003,034	\$5,001	\$4,008,035	\$1,686,312
Division of Health Care Finance and Policy	\$5,809,302	\$89,630	\$110,000	\$199,630	\$197,343	\$282	\$197,625	(\$2,005)
Executive Office of Health and Human Services	\$129,603,750	\$2,847,958	\$4,902,042	\$7,750,000	\$8,522,547	\$61,307	\$8,583,854	\$833,855
Holyoke's Soldiers Home	\$4,382,848	\$18,872	(\$11,759)	\$7,113	\$12,946	\$3,317	\$16,263	\$9,150
Mass. Commission for Deaf & Hard of Hearing	\$2,640,473	\$33,787	\$0	\$33,787	\$129,503	\$653	\$130,156	\$96,370
Mass. Commission for the Blind	\$16,617,378	\$468,960	\$5,000	\$473,960	\$526,805	\$2,783	\$529,588	\$55,628
Mass. Office for Refugee and Immigrants	\$3,890,132	\$8,113	\$407	\$8,520	\$4,507		\$4,507	(\$4,013)
Mass. Rehabilitation Commission	\$85,294,618	\$3,625,367	\$25,000	\$3,650,367	\$5,554,895	\$17,731	\$5,572,626	\$1,922,260
Soldier's Home in Massachusetts	\$5,962,833	\$64,304	\$1,000	\$65,304	\$79,409	\$2,374	\$81,783	\$16,479
TOTAL	\$2,900,357,152	\$140,028,561	\$8,668,833	\$148,697,394	\$175,106,638	\$9,860,548	\$184,967,186	\$36,269,793

Message from the Secretary

It is an honor for me to present this year's report of our Secretariat's participation in the Affirmative Market Program. As we move forward in this new administration, it will be our goal to rebuild and revitalize this government into an institution that truly responds to the needs of its people. We want to hear what is important to our constituent communities and we pledge to listen as we work together to create more opportunities and better outcomes for all. That is why I am so pleased to report that together our agencies exceeded our expectations in spending during FY06 for both Minority-Owned and Women-Owned Businesses. This is a remarkable accomplishment given that, overall, we experienced a 2% reduction in our discretionary budgets. Of our thirteen agencies, six (nearly half) met or exceeded spending benchmarks in both Minority- and Women-Owned Businesses. It is just this level of commitment to our own communities that will become the hallmark of this new administration. Together we can and will continue to make measurable progress towards a shared experience of civic engagement throughout our Commonwealth.

Kevin M. Burke
Secretary

Mission Statement

The Executive Office of Public Safety seeks to ensure the safety, security, and preparedness of the Commonwealth, its citizens and their properties by overseeing and developing policies and programs relative to public safety, criminal justice, law enforcement, homeland security, and emergency preparedness. Our Secretariat fosters an environment of innovation and collaboration among our agencies and their constituencies that inspires openness and accessibility in the belief that an informed citizenry will be less fearful and better able to participate in the creation of peaceful and accessible public spaces. We continue to incorporate into our service delivery emerging technology applications and evidence-based best practices.

FY06 MBE Narrative

Even as our activities showed reduced MBE spending levels overall, we were able to capitalize on the MBE spending that did occur. Our Secretariat exceeded its own benchmark for MBE spending by an overwhelming \$ 2.8 million dollars. Most notably, we tracked over \$ 3.0 million dollars in MBE spending with sub-contractors. We are also pleased to see that ten of our thirteen agencies (77%) met or exceeded their MBE spending benchmarks. We wish to recognize the outstanding efforts of our AMP teams at Office of the Chief Medical Examiner, Criminal History Systems Board, Department of Correction, Department of Fire Services, Department of State Police, Executive Office of Public Safety, Massachusetts Emergency Management Agency, Merit Rating Board, Military Division, and Sex Offender Registry Board.

FY06 WBE Narrative

Our overall WBE spending increased by over 8.0% compared to last fiscal year. This resulted in WBE spending of \$ 1.1 million dollars, including over \$ 20,000 in sub-contractor spending. Eight of our thirteen agencies (62%) met or exceeded their WBE benchmarks. Most notably, our smaller agencies continue to bear a leadership role in supporting the AMP. We wish to recognize the accomplishments of

our AMP teams at Criminal History Systems Board, Municipal Police Training Council, Department of Correction, Department of State Police, Massachusetts Emergency Management Agency, Merit Rating Board, Parole Board, and Sex Offender Registry Board.

Accomplishments and Initiatives

We are proud of the collaborative efforts among our agencies as we continue to produce measurable and positive results, especially among our smaller agencies. We are truly proud of our six agencies that met or exceeded their spending benchmarks in both Minority-Owned and Women-Owned businesses: Criminal History Systems Board, Department of Correction, Department of State Police, Massachusetts Emergency Management Agency, Merit Rating Board, and Sex Offender Registry Board. We continue to strive to increase awareness of the goals of the AMP in order to enable additional opportunities for our minority, women, and disadvantaged business communities.

Overview of Secretariat Agencies

The Executive Office_ The Executive Office of Public Safety (EOPS) is the planning and management arm of the Commonwealth's public safety efforts. At the Executive Office, our staff supports, supervises, and provides planning and guidance to a variety of Massachusetts public safety agencies, boards and commissions. Some of the initiatives that operate directly from the Executive Office are the Statewide Emergency Telecommunications Board, the Programs Division and the Governor's Highway Safety Bureau.

Office of the Chief Medical Examiner The Office of the Chief Medical Examiner (CME) determines the cause and manner of death in cases under its jurisdiction. The agency accomplishes this mission through case investigations and through the performance of autopsies and laboratory studies.

Criminal History Systems Board The Massachusetts Criminal History Systems Board (CHSB) serves as the hub for information services for the law enforcement and criminal justice communities. The CHSB operates the Commonwealth's Criminal Justice Information System, connecting 276 local police departments. The CHSB is also responsible for the administration of the Criminal Offender Record Information (CORI) statute.

Municipal Police Training Council The Municipal Police Training Council (MPTC) provides the training for municipal police officers. MPTC develops and administers municipal training schools and courses for new officers, as well as the yearly in-service refresher course and a variety of specialized courses.

Department of Correction The Massachusetts Department of Correction (DOC) operates the Commonwealth's prison system. The Superintendents at each of the DOC prisons manage the day-to-day operations of their facilities, and are responsible for the more than 10,000 inmates incarcerated in the state's prison system. The DOC currently employs nearly 5,000 Correction Officers, Correctional Program Officers, and other security, support, and training staff.

Department of Fire Services The Department of Fire Services (DFS) provides for firefighter safety through policy development and training. The DFS also operates the Massachusetts Firefighting Academy. The Department, led by the Office of the State Fire Marshal, also assists and supports the fire service community in protecting the lives and property of the citizens of the Commonwealth.

Department of Public Safety The Department of Public Safety (DPS) promotes public safety and awareness in Massachusetts through a variety of boards and commissions, and through licensing and inspections performed by the divisions within the department. The Department of Public Safety includes the Architectural Access Board (AAB) and the Board of Building Standards and Regulations (BBS).

Department of State Police The Massachusetts State Police (MSP) is the oldest state police department in the nation. Today's State Police consists of more than 2,200 sworn and civilian personnel committed to providing quality policing to the citizens of the Commonwealth by ensuring safe roadways, reducing violence, preventing crime, and providing leadership in times of disaster and critical incidents.

Massachusetts Emergency Management Agency The Massachusetts Emergency Management Agency (MEMA) coordinates federal, state, local and private resources throughout the Commonwealth during times of disasters and emergencies. In addition, MEMA's day-to-day operation is vital in preparing the Commonwealth for whatever man-made or natural challenges it may face.

Merit Rating Board The Merit Rating Board's (MRB) primary mission is the administration of the safe driver insurance plan, as promulgated by the Commissioner of Insurance. The Merit Rating Board maintains driving history records consisting of motor vehicle violations, at-fault accidents and comprehensive claims. As the entry point of the Civil Motor Vehicle Infraction process, the Merit Rating Board plays a critical role in the distribution of \$25.8 million dollars annually in fines collected for civil motor vehicle violations to the cities and towns. The Merit Rating Board also provides monthly traffic citation summary reports for every Massachusetts police department.

Massachusetts Military Division (National Guard) The Massachusetts National Guard (MIL) is the only militia with a federal and state mission. The Guard's federal mission is to provide trained units and individuals to augment the active component in time of war or national emergency. The state mission is to provide the Commonwealth with organized units, equipped and trained to function effectively in the protection of life, property and the preservation of peace, order and public safety. The Guard accomplishes these missions with a force of 11,974 army and air men and women, commanded by the Adjutant General, with 62 armories located throughout the Commonwealth.

Parole Board The Massachusetts Parole Board (PAR) is responsible for successfully reintegrating suitable offenders into the community through supervised, conditional release. The Parole Board makes impartial, balanced release decisions and clemency recommendations. Release decisions allow selected inmates to serve a portion of their sentence in the community under strict supervision, subject to specific rules and regulations. The Parole Board may modify conditions of release or, with just cause, return a parolee to custody. The Parole Board's Victim Services Unit provides information, referrals and support services to crime victims and their family members. The Unit also solicits victim input so that parole decisions are made in as informed a manner as possible, and provides assistance and support to crime victims during parole hearings. The Parole Board also provides victims access to specified parole hearings.

Sex Offender Registry Board The Sex Offender Registry Board (SORB) is the State public safety agency responsible for protecting vulnerable members of our communities from sex offenders. The Board is responsible for promulgating guidelines for determining a sex offender's level of risk of re-offense and the degree of dangerousness posed to the public, as well as providing relief from the obligation to register. In addition, the Board is responsible for developing guidelines for use by city and town police departments in disseminating sex offender registry information.

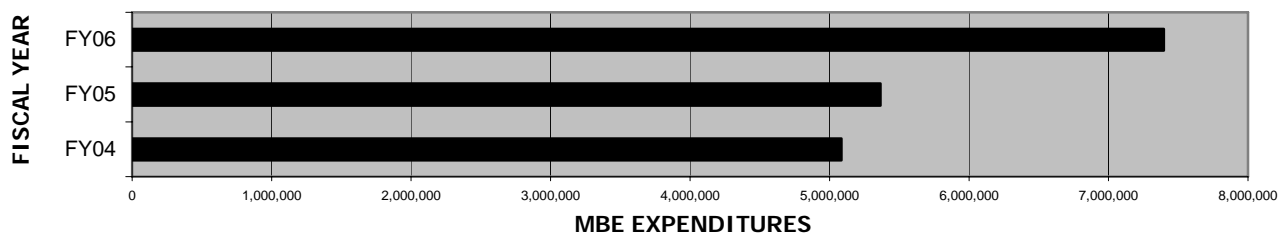
**Executive Office of Public Safety & Homeland Security
Historical Spending Trend Minority Business Enterprise (MBE)**

EXECUTIVE OFFICE OF PUBLIC SAFETY

	FY04	FY05	FY06
Chief Medical Examiner	\$74,521	\$114,810	\$115,328
Criminal History Systems Board	\$11,956	\$298,622	\$691,890
Criminal Justice Training Council	\$8,883	\$35,355	\$18,679
Department of Corrections	\$3,639,334	\$3,114,036	\$3,033,673
Department of Fire Services	\$37,331	\$46,329	\$42,438
Department of State Police	\$329,528	\$263,868	\$22,083
Department of Public Safety	\$18,379	\$34,191	\$686,302
Executive Office of Public Safety	\$517,416	\$1,001,220	\$2,229,448
Mass. Emergency Management Agency	\$155,104	\$156,302	\$176,667
Merit Rating Board	\$58,742	\$50,217	\$176,996
Military Division	\$68,841	\$44,457	\$72,243
Parole Board	\$61,235	\$161,697	\$94,081
Registry of Motor Vehicles	\$90,533	*	*
Sex Offender Registry Board	\$13,688	\$44,046	\$36,288
TOTAL	\$5,085,491	\$5,365,150	\$7,396,116

*In FY05 Moved to E.O. Transportation

E.O. PUBLIC SAFETY & HOMELAND SECURITY MBE

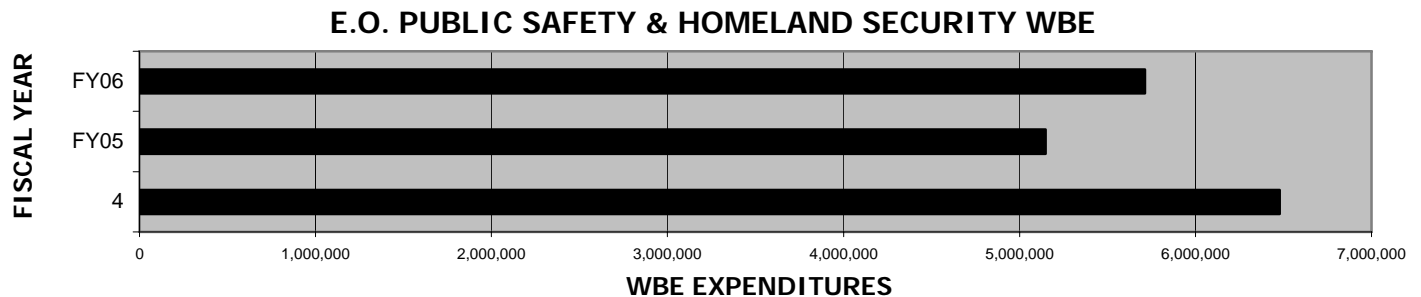


**Executive Office of Public Safety & Homeland Security
Historical Spending Trend Women Business Enterprise (WBE)**

EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY

	FY04	FY05	FY06
Chief Medical Examiner	\$69,129	\$84,214	\$41,382
Criminal History Systems Board	\$78,894	\$57,137	\$60,021
Criminal Justice Training Council	\$14,813	\$41,274	\$29,299
Department of Corrections	\$1,550,847	\$1,006,621	\$1,569,305
Department of Fire Services	\$297,319	\$218,069	\$154,867
Department of State Police	\$723,515	\$1,480,911	\$2,130,157
Department of Public Safety	\$24,681	\$33,498	\$22,337
Executive Office of Public Safety	\$1,876,482	\$1,208,478	\$630,988
Mass. Emergency Management Agency	\$653,678	\$737,130	\$745,530
Merit Rating Board	\$147,525	\$84,874	\$152,663
Military Division	\$32,493	\$7,203	\$7,496
Parole Board	\$75,639	\$134,495	\$106,910
Registry of Motor Vehicles	\$916,541	*	*
Sex Offender Registry Board	\$17,334	\$53,549	\$62,551
TOTAL	\$6,478,890	\$5,147,453	\$5,713,506

*Department moved to E.O. Transportation



**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Chief Medical Examiner	\$3,683,259	\$94,666	\$0	\$94,666	\$98,303	\$17,025	\$115,328	\$20,663
Criminal History Systems Board	\$3,623,118	\$155,289	\$0	\$155,289	\$19,172	\$672,718	\$691,890	\$536,601
Criminal Justice Training Council	\$1,191,587	\$22,119	\$0	\$22,119	\$18,188	\$491	\$18,679	(\$3,440)
Department of Corrections	\$52,389,568	\$3,376,685	(\$1,000,000)	\$2,376,685	\$947,708	\$2,085,965	\$3,033,673	\$656,988
Department of Fire Services	\$2,703,335	\$41,830	\$0	\$41,830	\$34,496	\$7,942	\$42,438	\$608
Department of Public Safety	\$916,259	\$26,285	\$1,456	\$27,741	\$16,611	\$5,472	\$22,083	(\$5,658)
Department of State Police	\$61,140,554	\$296,698	\$0	\$296,698	\$488,263	\$198,039	\$686,302	\$389,604
Executive Office of Public Safety and Homeland Security	\$228,137,221	\$759,318	\$0	\$759,318	\$2,225,930	\$3,518	\$2,229,448	\$1,470,130
Massachusetts Emergency Management Agency	\$3,429,009	\$155,704	\$4,671	\$160,375	\$147,418	\$29,249	\$176,667	\$16,293
Merit Rating Board	\$1,203,958	\$54,480	\$40,000	\$94,480	\$171,432	\$5,564	\$176,996	\$82,516
Military Division	\$3,357,666	\$56,649	(\$12,000)	\$44,649	\$70,554	\$1,689	\$72,243	\$27,594
Parole Board	\$3,748,247	\$111,466	(\$16,000)	\$95,466	\$93,559	\$522	\$94,081	(\$1,385)
Sex Offender Registry Board	\$506,390	\$28,867	(\$10,000)	\$18,867	\$33,433	\$2,855	\$36,288	\$17,421
TOTAL	\$366,030,171	\$5,180,055	(\$991,873)	\$4,188,182	\$4,365,067	\$3,031,049	\$7,396,116	\$3,207,934

**EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Chief Medical Examiner	\$3,683,259	\$76,672	\$0	\$76,672	\$40,052	\$1,330	\$41,382	(\$35,290)
Criminal History Systems Board	\$3,623,118	\$68,016	(\$18,000)	\$50,016	\$58,971	\$1,050	\$60,021	\$10,006
Criminal Justice Training Council	\$1,191,587	\$28,044	\$0	\$28,044	\$28,124	\$1,175	\$29,299	\$1,256
Department of Corrections	\$52,389,568	\$1,278,734	\$0	\$1,278,734	\$1,548,872	\$20,433	\$1,569,305	\$290,571
Department of Fire Services	\$2,703,335	\$257,694	\$0	\$257,694	\$150,392	\$4,475	\$154,867	(\$102,827)
Department of Public Safety	\$916,259	\$29,090	\$3,588	\$32,678	\$16,810	\$5,527	\$22,337	(\$10,341)
Department of State Police	\$61,140,554	\$1,102,213	\$0	\$1,102,213	\$2,113,959	\$16,198	\$2,130,157	\$1,027,944
Executive Office of Public Safety & Homeland Security	\$228,137,221	\$1,542,480	(\$800,000)	\$742,480	\$628,342	\$2,646	\$630,988	(\$111,492)
Massachusetts Emergency Management Agency	\$3,429,009	\$695,404	\$20,862	\$716,266	\$743,795	\$1,735	\$745,530	\$29,264
Merit Rating Board	\$1,203,958	\$116,200	(\$32,200)	\$84,000	\$151,887	\$776	\$152,663	\$68,664
Military Division	\$3,357,666	\$19,848	(\$10,000)	\$9,848	\$7,459	\$37	\$7,496	(\$2,352)
Parole Board	\$3,748,247	\$105,067	(\$20,000)	\$85,067	\$106,548	\$362	\$106,910	\$21,843
Sex Offender Registry Board	\$506,390	\$35,442	(\$10,000)	\$25,442	\$62,362	\$189	\$62,551	\$37,110
TOTAL	\$366,030,171	\$5,354,901	(\$865,750)	\$4,489,151	\$5,657,573	\$55,933	\$5,713,506	\$1,224,355

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

GOODS & SERVICES

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

Mission Statement

The Executive Office of Transportation (EOT) sets the Commonwealth's transportation agenda, which includes the development of transportation policy, the coordination of Interagency programs and the promotion of economic development through improved transportation and transit related construction programs. The office provides direct management responsibility for the Massachusetts Highway Department (MassHighway), The Registry of Motor Vehicles, and the Massachusetts Aeronautics Commission. It provides oversight to the Massachusetts Bay Transportation Authority (MBTA) and fifteen Regional Transit Authorities (RTAs) which serve the balance of the state, the Intercity Bus Capital Assistance Program (IBCAP), the Mobility Assistance Program (MAP), the Intermodal Surface Transportation Unit (ISTU), and the Freight Rail Programs. The Executive Office of Transportation is committed to the maintenance and development of the transportation infrastructure through reinvestment in existing programs and the construction and development of new capital structures and programs. It is the goal of the Executive Office to create economic gains throughout the Commonwealth that will benefit all citizens through the delivery of quality transportation service and the development of infrastructure and capital construction.

FY06 MBE/WBE/DBE UTILIZATION

The EOT Fiscal Year 2006 Secretariat report includes MassHighway, Massachusetts Aeronautics Commission, the Registry of Motor Vehicles and the Executive Office. This report consists of a summary of utilization for each of the agencies in the reporting categories: Construction and Design Awards and Expenditures and Goods and Services Expenditures. Several transportation agencies within the secretariat receive a significant amount of federal funds for construction and design projects. These agencies use the Federal Disadvantaged Business Enterprise (DBE) program model to achieve their DBE goals and objectives in accordance with Federal Regulations 49 CFR Part 26.

FY06 has been highlighted by several achievements. The Secretariat exceeded its cumulative projected FY06 MBE benchmark by \$504,891, and exceeded its projected WBE benchmark by \$1,837,958. The Secretariat paid a total of \$41.5 million to MBE/WBEs representing a 16% increase over last year and the highest amount of MBE/WBE participation in five years. From this total \$10.9 million was paid to MBEs on state-funded contracts while \$30.6 million was paid to WBEs.

Additionally, MBE/WBEs were awarded in excess of 15% of the dollars awarded in construction contracts, and MBE/WBE's claimed over 14% of the value of awards in the design category.

A. Construction and Design Awards

During the fiscal year 2006 the transportation secretariat awarded \$79.6 million in construction contracts representing a 9% decrease in construction award activity compared to the previous year. In spite of this the secretariat was able to increase the amount of dollars awarded to MBE/WBEs. EOT awarded \$12.3 million to MBE/WBEs or 15.5% of the total contract value awarded representing a substantial 31% increase in MBE/WBE participation compared to last year. Of this total MBEs gained a \$9.4 million share of contract awards exceeding the \$6.7million awarded to MBEs in FY05. WBEs were successful in obtaining \$2.9 million in construction contract awards during this period a modest increase compared to the \$2.7million awarded to WBEs during FY05.

In design, the Secretariat agencies and authorities awarded a total of \$16.6 million representing a 39% decrease in design activity compared to 2005. Despite the decrease the secretariat was still able to maintain awarding \$2.1 million to MBE/WBEs. MBE firms obtained \$825,000, or 5% of the total contract value in design while WBEs obtained \$1.3 million or 8.2% of total design contracts awarded during this period exceeding MBE awards for the first time in five years.

- B. Construction and Design Expenditures The Secretariat tracked expenditures on active construction contracts for the fiscal year in the cumulative amount of \$350.8 million, a 23% decrease in spending compared to FY05. During this period \$34.8 million was expended with MBE/WBE firms, or 9.9% of total construction expenditures representing a modest increase in MBE/WBE participation over the previous year. From this total \$7.7 million was expended with MBEs and \$27 million with WBEs.

Expenditures for the fiscal year totaled \$41 million for active design contracts of which \$2.2 million was expended with MBE/WBE firms or 5.4% of all design expenditures during this period. \$2 million or 5.1% was expended with MBEs and \$119,462 or 0.3% with WBEs.

- C. Goods and Services Expenditures The Secretariat tracked MBE/WBE goods and service expenditures for the fiscal year totaling \$4,440,394 compared to \$1.4 million in FY05 of which \$1 million was paid to MBEs, and \$3.4 million \$749,821 was paid to WBEs.

- D. Goods and Services Benchmark Performance

EOT experienced a \$1 million decrease in its discretionary spending compared to FY05. Despite the decrease in overall spending EOT was able to exceed its MBE benchmark by \$3,510 and substantially increase expenditures with MBEs. During the fiscal year \$6,476 was paid to MBE firms compared to \$1,806 paid to MBEs in FY05. Although the WBE benchmark was not met EOT significantly increased the amount paid to WBE firms by 25% to \$291,399.

MassAeronautics fell short of its benchmarks due to a marked decrease in discretionary spending during this period. During FY06 the agency spent \$10,476 with MBEs and \$36,192 with WBEs.

During the fiscal year MassHighway exceeded its projected MBE benchmark by \$287,581, and exceeded its projected WBE benchmark by \$163,226.

The Registry of Motor Vehicles exceeded its projected MBE benchmark by \$314,949, and its projected WBE benchmark by \$1,877,111 while increasing its MBE expenditures by 140% from \$190,130 in FY05 to \$455,330 in FY06, and increasing its WBE expenditures to \$1.8 million.

INITIATIVES

EOT continues to assume the role of coordinator and facilitator of initiatives promoting MBE/WBE and DBE utilization and development in the transportation and construction arenas. EOT has actively sought measures that will result in an expenditure plan that is market-based and centered on the availability and capacity of targeted businesses.

The transportation agencies of EOT fund the State Office of Minority and Women Business Assistance's (SOMWBA) efforts to expand understanding of the certification process and opportunity to transit and construction related companies. The Unified Certification Program Committee has been working with SOMWBA to ensure that timely and effective certification services are delivered to industries seeking contracting opportunities with transportation agencies. This EOT supported initiative has made it possible to address the unique issues of coordination and business development in the transportation business community and provide a one-stop-shop for businesses seeking certification as disadvantaged business enterprises on federally-funded contracts.

The Secretariat, its agencies and authorities, continues to participate in vendor fairs, networking conferences, business workshops and forums to enhance the Commonwealth's efforts to increase MBE/WBE and DBE business opportunity.

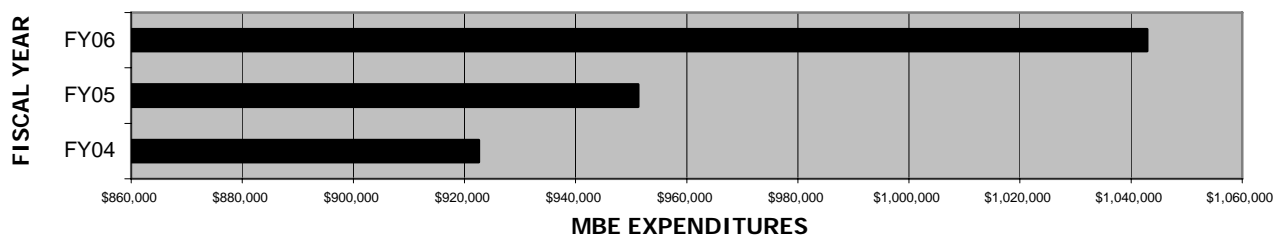
Executive Office of Transportation and Construction Historical Good & Services Spending Trend Minority Business Enterprises (MBEs)

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

	FY04	FY05	FY06
Executive Office of Transportation & Construction	\$4,126	\$1,806	\$6,476
Massachusetts Aeronautics Commission	\$71,732	\$81,517	\$10,476
Massachusetts Highway	\$846,731	\$677,818	\$570,599
Registry of Motor Vehicles	*	\$190,130	\$455,330
TOTAL	\$922,589	\$951,271	\$1,042,881

*Registry of Motor Vehicles was part of E.O. Public Safety in FY04.

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION MBE



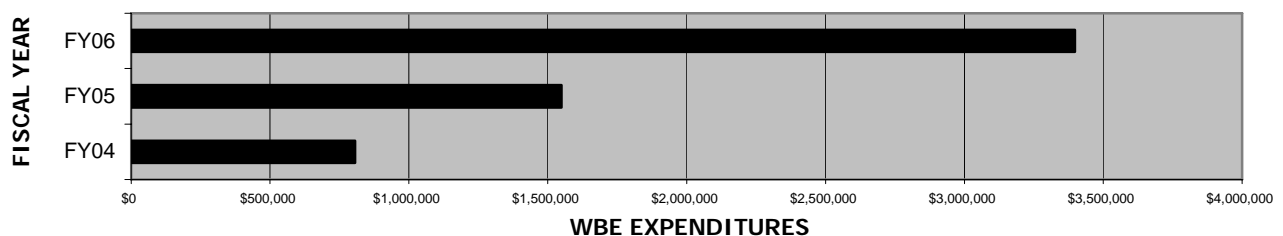
Historical Goods & Services Spending Trend Women Business Enterprises (WBEs)

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

	FY04	FY05	FY06
Executive Office of Transportation & Construction	\$508,118	\$232,929	\$291,399
Massachusetts Aeronautics Commission	\$1,987	\$266,306	\$36,192
Massachusetts Highway	\$295,647	\$237,675	\$328,369
Registry of Motor Vehicles	*	\$812,344	\$2,741,553
TOTAL	\$805,752	\$1,549,254	\$3,397,513

* Registry of Motor Vehicles was part of E.O. Public Safety in FY04

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION WBE



**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION								
	FY06 Disc. Base	2Yr (04/05) Average	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Executive Office	\$3,378,521	\$2,966	\$0	\$2,966	\$6,476		\$6,476	\$3,510
Massachusetts Aeronautics Commission	\$165,602	\$76,625	\$35,000	\$111,625	\$10,379	\$97	\$10,476	(\$101,149)
Massachusetts Highway Department	\$34,207,148	\$762,275	(\$479,257)	\$283,018	\$467,904	\$102,695	\$570,599	\$287,581
Registry of Motor Vehicles	\$20,989,342	\$140,382	\$0	\$140,382	\$348,596	\$106,734	\$455,330	\$314,949
TOTAL	\$58,740,613	\$982,247	(\$444,257)	\$537,990	\$833,355	\$209,526	\$1,042,881	\$504,891

WOMEN BUSINESS ENTERPRISE EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION								
	FY06 Disc. Base	2Yr (04/05) Average	FY06 Proj. Incr	FY06 WBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Executive Office	\$3,378,521	\$370,524	\$0	\$370,524	\$291,399		\$291,399	(\$79,125)
Massachusetts Aeronautics Commission	\$165,602	\$134,147	\$25,300	\$159,447	\$36,064	\$128	\$36,192	(\$123,255)
Massachusetts Highway Department	\$34,207,148	\$266,661	(\$101,518)	\$165,143	\$307,437	\$20,932	\$328,369	\$163,226
Registry of Motor Vehicles	\$20,989,342	\$864,443	\$0	\$864,443	\$2,723,332	\$18,221	\$2,741,553	\$1,877,111
TOTAL	\$58,740,613	\$1,635,774	(\$76,218)	\$695,113	\$3,358,232	\$21,060	\$3,397,513	\$1,837,958

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION (EOTC)

CONSTRUCTION & DESIGN

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY04 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 MBE/WBE Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$350,834,572	N/A	\$7,763,229	\$27,083,687	\$34,846,917	N/A
TOTAL	\$350,834,572		\$7,763,229	\$27,083,687	\$34,846,917	

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY06 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 MBE/WBE Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$41,037,364	N/A	\$2,098,900	\$119,462	\$2,218,362	N/A
TOTAL	\$41,037,364		\$2,098,900	\$119,462	\$2,218,362	

**EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY06 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY06 Total Awards	FY06 M/WBE Benchmark	MBE Awards	WBE Awards	FY06 MBE WBE Awards (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$79,617,000	N/A	\$9,422,441	\$2,923,152	\$12,345,593	N/A
TOTAL	\$79,617,000		\$9,422,441	\$2,923,152	\$12,345,593	

EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION						
FY06 DESIGN AWARDS						
	1	2	3	4	5	6
	FY06 Total Awards	FY06 M/WBE Benchmark	MBE Awards	WBE Awards	FY06 MBE WBE Awards (Col. 3+4)	VARIANCE (Col. 5-2)
MassHighway Department	\$16,594,800	N/A	\$825,000	\$1,367,000	\$2,192,000	N/A
TOTAL	\$16,594,800		\$825,000	\$1,367,000	\$2,192,000	

MASSACHUSETTS TURNPIKE AUTHORITY

GOODS & SERVICES CONSTRUCTION & DESIGN

MASSACHUSETTS TURNPIKE AUTHORITY

Mission Statement

The Massachusetts Turnpike Authority is committed to developing and implementing programs through its Office of Civil Rights (OCR) Affirmative Market Unit to:

1. achieve equitable participation and enhance the capacity of minority and women business enterprises in all of its construction, design, goods, and services contracts.
2. ensure contractors who engage in business relationships with the Authority develop equal opportunity, affirmative action, and non-discrimination policies and programs consistent with those of the Authority to employ and utilize minorities and women in all employment and contracting opportunities.
3. to ensure contractors comply with the reporting requirements of the Massachusetts Prevailing Wage Law.

The Massachusetts Turnpike Authority prohibits discrimination in all of its programs, including contracting, employment, and public access, on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, disability or Vietnam veteran status. The Authority is committed to development of affirmative action programs, including the utilization of narrowly tailored goals, transition plans, and timetables to ensure equal opportunity and to overcome the effects of past discrimination.

The Authority ensures the utilization and development of the most inclusive pool of worker/contractor potential, and the expansion of opportunity, demonstrating a commitment to equity and fairness, under the legal authority of all applicable state and federal laws, regulations, and orders.

To accomplish its mission, the Massachusetts Turnpike Authority, through the Office of Civil Rights, engages in the following functions, tasks, and activities:

1. Develops, reviews, revises, and improves all statistical data gathering tracking, monitoring, enforcement, and reporting mechanisms to ensure contractor compliance with prevailing wage, workhour, and other federal and state requirements.
2. Conducts pre-bid conferences, pre-construction meetings, on-site inspections, field visits, and investigations for compliance with M/WBE provisions and prevailing wage requirements.
3. Examines and promotes civil rights requirements for goods and services procurements, Authority lease agreements, and third party contracts, and uses other strategies conceived with department heads to solicit and monitor M/WBE participation on both the contractor and subcontractor level.
4. Monitors all of the Authority's contracting expenditures to better capture all spending patterns and forms of M/WBE participation.
5. Organizes and participates in outreach efforts of the Commonwealth and the transportation secretariat to inform businesses, including DBEs, and community organizations of contracting and bidding procedures and upcoming contracting opportunities, bid notices, and requests for proposals.

6. Develops and administers creative and successful agreements and information transfer arrangements with the State Office of Minority and Women Business Assistance (SOMWBA) to promote, accelerate and facilitate the M/W/DBE certification process and serve as liaison to the Uniform Certification Process in Massachusetts.
7. Apprises firms, including DBEs, and community organizations of upcoming Authority contract opportunities, bid notices, and requests for proposals.
8. Provides firms, including DBEs, with access to contract and bid plans and specifications, and ensures that contracts and procurements have MBE/WBE/DBE goals listed in their language and solicitations.
9. Informs and encourages firms to learn about SOMWBA's certification process, and recommends MBE/WBE/DBE firms to SOMWBA for inclusion into their fast-track and other certification programs.
10. Reviews and revises the Authority's Special Affirmative Market Program Provisions.
11. Works with legal counsel and the project director to inform contractors of their reporting and M/WBE participation obligations, to determine contractor compliance with good faith efforts, to analyze their progress toward goal attainment, and to identify ways to improve progress.
12. Maintains SOMWBA's updated directories on MBEs/WBEs/DBEs and generates lists of SOMWBA-certified MBE/WBE/DBE subcontractors from these directories in specific industries for contractors seeking to bid with the Authority.
13. Sets MBE/WBE/DBE goals on upcoming construction contracts.
14. Intervenes, when necessary, to help resolve prime contractor/ MBE-WBE-DBE disputes.
15. Responds to requests for specific certified payrolls under the Freedom of Information Act.

Projected MBE Goods and Services expenditure for FY2006: \$549,505.00

Expenditure goal excess or shortfall: \$658,467.07 - \$549,504.00 = +\$108,963.07

Projected WBE Goods and Services expenditure for FY2006: \$1,167,198.00

Expenditure goal excess or shortfall: \$3,457,090.12 - \$1,167,198.00 = +\$2,289,892.12

Accomplishment and Initiatives

Five salient State Fiscal Year 2006 (FY2006) achievements emerge from the above-mentioned data:

1. MassPike allocated 17% of its professional/nonprofessional services expenditures to WBEs.
2. MassPike allocated nearly 11% of its combined goods and services expenditures to WBEs.
3. MassPike's FY2006 MBE goods and services expenditures exceeded FY2004 and FY05 MBE goods and services expenditures by 125% and 51% respectively.
4. MassPike's FY2006 WBE goods and services expenditures exceeded FY2004 and FY05 WBE goods and services expenditures by 452% and 276% respectively.

5. MassPike MBE goods and services expenditures exceeded its MBE benchmark by nearly 20%, and its WBE goods and services expenditures exceeded its WBE benchmark by over 196%

Regarding FY2006 construction and design awards shortfalls and deficiencies, MassPike can only make conjectures. The paramount conjecture involves MassPike's supervisory oversight of the Central Artery/Tunnel Project (CA/T - Big Dig) and its attendant issues and controversies, former Massachusetts Governor Mitt Romney's efforts to merge MassPike with the Massachusetts Highway Department, and Governor Romney's attempts to eliminate MassPike tolls. Certainly these entanglements interfering with and delaying MassPike's construction schedule could have negatively affected MBE/WBE participation.

More conventional conjectures include 1) preoccupation with contract close-out procedures in anticipation of finally completing the Big Dig monopolizing time away from MassPike contracts, 2) delays in finalizing the MassPike 2006 budget in general, and 3) similarly, determining MassPike's board composition and consequent disposition towards funding construction projects.

Nevertheless, MassPike is confident that FY2007 will witness the resolution of the above-mentioned CA/T issues impeding its construction/design contracts, and at least five or six impending construction contract bids. MassPike will again renew its commitment to augmenting other awards and expenditures which did not quite reach other benchmarks by continuing to adhere to the following procedures to encourage increased MBE/WBE participation in its construction, goods and services, and design contracts:

1. Outreach, Training, and Capacity Development

The OCR plays a crucial role in informing businesses of Authority contract procedures and opportunities. OCR and Engineering regularly participate in upcoming construction contract previews and networking events. These events help MBEs, WBEs and other businesses contact prime contractors, learn about the latest major contracts, and experience the latest transportation agency contract bidding innovations.

To prepare for these outreach events, the OCR composes an Authority Affirmative Market Program Construction Preview document consisting of

1. messages from the Chairman, Director of Civil Rights, and the Chief Engineer
2. the Authority's Construction Contract Opportunities for the calendar year,
3. a roster of currently active prime contractors listing their name, complete address, company contact, and telephone number, and
4. OCR, Engineering, and Materials Management telephone and fax numbers.

The OCR makes several copies of this document and distributes it to interested parties at the event. OCR and Engineering also regularly interact directly with prime contractors and subcontractors, gleaning information about their business specialties, work history, current jobs and current interests. OCR and Engineering also answer questions about ongoing and upcoming construction contract bids from companies and individuals, and collect company business cards, brochures, and profiles for future correspondence.

2. Certification

The OCR also has forged working arrangements with the State Office of Minority and Women Business Assistance (SOMWBA) to provide M/WBE certification services, helping businesses owned by minorities

and/or women become certified and gain access to MBE/WBE and small business programs administered by various state and federal agencies and authorities

The OCR encourages businesses to engage in joint venture relationships and other creative business relationships to ensure goals are achieved and to maximize the capacity development of minority and women owned firms in all areas of contracting. The OCR is responsible for reviewing and approving these types of joint venture relationships.

Beyond overseeing and helping SOMWBA realize its contractual responsibilities, the Authority, through OCR, has established another relationship with SOMWBA through the fast-track program.

Under this program, mandated by SOMWBA's own regulations (425 CMR, 2.04(2)(a), Fast-Track and Expedited Review Application Processes) SOMWBA gives priority to applicants which meet the prerequisites of a fast-track review. OCR submits the name of a minority- or woman-owned firm for certification determination under SOMWBA's Fast-Track guidelines to the Certification Unit Manager.

To be approved for the program, the firm must be participating in an Authority project and provide proof of such participation through Letters of Intent documents. Joint ventures are ineligible for the fast-track process. Once the firm is accepted into Fast-Track, SOMWBA will seek to determine a firm's certification eligibility as an MBE or WBE within 25 business days after its assignment to a certification specialist, provided the firm has submitted sufficient documentation upon which to base a decision.

Through memos, telephone calls, status reports and regular MassUCP meetings, SOMWBA apprises OCR of the certification process of a fast-tracked firm. SOMWBA will also apprise OCR of any information it needs to expedite Fast-Track for a particular firm. A fast-track review will not influence SOMWBA's decision to grant certification. Fast-Track only provides a means to process certain certification applications more quickly. Otherwise, a fast-track review is identical to SOMWBA's standard certification review process.

3. Advertising and Promotion

In addition to contractor networking events, previews, and transportation agency exhibitions, the Authority advertises and promotes its upcoming contracts through written publications such as the Construction Journal (published by the Construction Industry of Massachusetts [CIM]), Dodge Report, Central Register (for M.G.L. Chapter 149 work only), Boston Globe, Cash, Inc., The New England Construction News, Construction Market Data, and local newspapers such as the Worcester Telegram or Springfield Union.

4. Civil Rights Language in Goods and Services Agreements and Lease Agreements

Since July 1996, the Authority has established uniform civil rights language for placement in its bidding documents and established universal reporting requirements to be met in all of its goods/services agreements including its design and lease agreements. In order for a firm to engage in a business relationship with the Authority in the provision of goods and services, the firm must provide the following:

- a. a workforce profile
- b. an equal opportunity/affirmative action, non-discrimination policy in employment, contracting, and public access.

- c. good faith efforts in soliciting Minority and Women Business Enterprises (MBEs and WBEs) for any subcontracting opportunities.

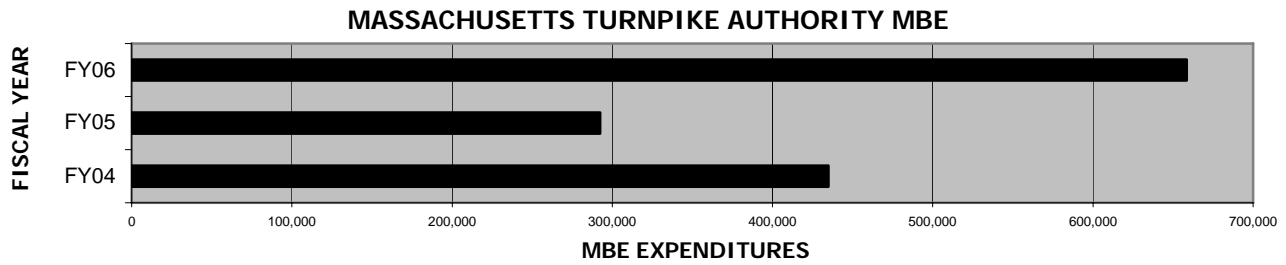
MassPike's stated MBE/WBE participation goal on goods/services contracts is 5% MBE / 5% WBE for a combined M/WBE total of 10%.

With respect to lease agreements with the Authority, the Authority's policy requires all industries and businesses seeking to develop and/or lease property from the Authority, along with any sublessors and subcontractors, to agree to abide by various civil rights requirements:

- a. The tenant agrees to implement equal opportunity/affirmative action policies consistent with those of the Authority in areas where equal employment transition plans, reports, goals, and timeframes have been identified to take effect to overcome the effects of past discrimination.
- b. The tenant also agrees to develop, distribute, and comply with a public policy that prohibits discrimination on the basis of race, color, religious creed, national origin, ancestry, gender, sexual orientation, disability, and veteran status in employment, public access, contracting, and all other activities.
- c. To institute and enforce all civil rights obligations under the lease agreement, the tenant will designate a management official whose duties will include but not be limited to informing all employees, contractors, and the public of the right to file complaints alleging any occurrence of sexual, racial, or other kind of discrimination or harassment, and managing responsible interaction with the OCR.
- d. At all organization levels as it pertains to the lease agreement, the tenant agrees to utilize good faith efforts to seek, employ and maintain a diverse workforce. To achieve diversity, the tenant agrees to work with OCR to create plans, goals, and timetables to promote and ensure equitable minority and female employment in all job categories. Towards that end, the tenant will generate workforce profiles monitoring and tracking minority and female participation under the agreement. All goals will be set in consultation with OCR and will be based on census employment availability data.
- e. The tenant will also demonstrate good faith efforts showing that MBEs and WBEs have had optimal opportunity to participate in all construction, design, goods, services, and other business operations (including joint ventures) under the agreement. The tenant will work with OCR to create plans, goals, and timetables. All goals will be set in consultation with OCR and will be based on MBE/WBE business availability data in specific industries, including construction, design, goods, and services.

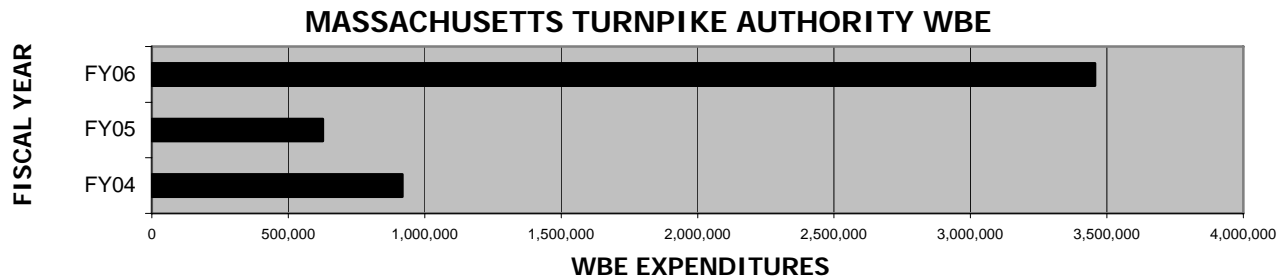
Historical Spending Trend Minority Business Enterprise (MBE) Goods and Services

	FY04	FY05	FY06
Massachusetts Turnpike Authority	\$434,860	\$292,543	\$658,467
TOTAL	\$434,860	\$292,543	\$658,467



**Historical Spending Trend Women Business Enterprise (WBE)
Goods and Services**

	FY04	FY05	FY06
Massachusetts Turnpike Authority	\$918,818	\$626,254	\$3,457,090
TOTAL	\$918,818	\$626,254	\$3,457,090



**MASSACHUSETTS TURNPIKE AUTHORITY
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE MASSACHUSETTS TURNPIKE AUTHORITY								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures	Payments	Expenditures	
Mass Turnpike Authority	\$42,400,000	\$363,702	\$185,803	\$549,505	\$658,467		\$658,467	\$108,963
TOTAL	\$42,400,000	\$363,702	\$185,803	\$549,505	\$658,467		\$658,467	\$108,963

WOMEN BUSINESS ENTERPRISE MASSACHUSETTS TURNPIKE AUTHORITY								
	FY06	2Yr (04/05)	FY06	FY06 WBE	Final	Sub- Contractor	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures	Payments	Expenditures	
Mass Turnpike Authority	\$42,400,000	\$772,536	\$394,662	\$1,167,198	\$3,457,090		\$3,457,090	\$2,289,892
TOTAL	\$42,400,000	\$772,536	\$394,662	\$1,167,198	\$3,457,090		\$3,457,090	\$2,289,892

**MASSACHUSETTS TURNPIKE AUTHORITY
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

MASSACHUSETTS TURNPIKE AUTHORITY						
FY06 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$23,479,216	\$3,911,188	\$1,714,244	\$579,425	\$2,293,669	(-\$1,617,519)
TOTAL	\$23,479,216	\$3,911,188	\$1,714,244	\$579,425	\$2,293,669	(-\$1,617,519)

MASSACHUSETTS TURNPIKE AUTHORITY						
FY06 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$55,162	\$20,483	\$0.00	\$726	\$726	(-\$19,757)
TOTAL	\$55,162	\$20,483	\$0.00	\$726	\$726	(-\$19,757)

**MASSACHUSETTS TURNPIKE AUTHORITY
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

MASSACHUSETTS TURNPIKE AUTHORITY						
FY06 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY06 Total Awards	FY06 M/WBE Benchmark	MBE Awards	WBE Awards	FY06 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$15,171,524	\$2,714,553	\$437,340	\$1,298,102	\$1,735,442	-\$979,111
TOTAL	\$15,171,524	\$2,714,553	\$437,3340	\$1,298,102	\$1,735,442	-\$979,111

MASSACHUSETTS TURNPIKE AUTHORITY						
FY06 DESIGN AWARDS*						
	1	2	3	4	5	6
	FY06 Total Awards	FY06 M/WBE Benchmark	MBE Awards	WBE Awards	FY06 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Massachusetts Turnpike Authority	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

*NA

THE EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT

Message from the Secretary

The Executive Office of Economic Development, like the Affirmative Market Program, has a mission to expand businesses in Massachusetts and to reduce barriers to growth, especially for businesses owned by minorities and women. We remain strongly committed to the goals of Affirmative Market Program.

Ranch C. Kimball
Secretary

Mission Statement

The Executive Office of Economic Development (EED) is the state's primary secretariat that is focused on economic growth in the Commonwealth. Incorporating the resources of the Department of Business and Technology, the Office of Consumer Affairs and Business Regulation, the Department of Labor, and the Department of Workforce Development, we develop policies and oversee programs designed to help businesses create and retain jobs, maintain a stable business climate, and strengthen the state's competitiveness.

By partnering with leading public and private economic development resources across the state, our Business Resource Team (BRT) provides a single point of contact for one on one services to businesses looking to create and retain jobs in Massachusetts. The BRT is a one-stop shop which aggregates government and other economic development programs and services, making them easier to access and providing a higher level of service to businesses.

While recent trends show an overall economic recovery, we continue to be involved in major issues such as permitting, healthcare and energy reform to make Massachusetts a more competitive place to do business. We continue our focus on improving the state's economy by attracting and retaining good jobs and helping our citizens achieve greater economic opportunity. We are also invested in supporting and strengthening our area's workforce, reducing barriers to growth, and keeping a regional focus on industry development.

FY06 MBE Narrative

The Executive Office of Economic Development's (EED) budget is relatively small and is used primarily for payroll and related costs. However, utilizing vendors from statewide contracts, we exceeded our FY06 benchmarks for MBE expenditures, primarily with regard to office supplies, toner cartridges, and peripheral computer equipment. As demonstrated below, EED has steadily increased its level of MBE expenditures, and will work to continue that trend.

FY06 WBE Narrative

EED has also exceeded its FY06 WBE benchmarks. WBE spending for EED focused primarily on office supplies and toner cartridges. However, a WBE vendor was utilized for a very successful series of diversity training sessions that were held last spring. EED also utilized a WBE vendor for transportation services. Please note that in FY05, EED had one-time funding available and contracted with a WBE vendor for a specific marketing project. However, we do not anticipate contracting at this level in the near future.

Overview of Secretariat Agencies

Department of Business and Technology (DBT)

All agencies under the Department of Business and Technology (DBT) work to advance the goals and objectives of the Affirmative Market Program. The Department's mission, which is similar to that of the Affirmative Market Program, is to provide broad economic opportunity for all businesses across Massachusetts.

The Department's agencies remain strongly committed to providing and expanding opportunities for certified minority and women owned businesses in the Commonwealth, and we have consistently exceeded our AMP benchmarks. On an ongoing basis, the State Office of Minority and Women Business Assistance (SOMWBA) facilitates training seminars instructing vendors on how to become certified businesses with the Commonwealth. In addition, the regional offices of the Massachusetts Office of Business Development (MOBD) and the Small Business Development Center at UMass offer technical assistance to minority businesses. Specifically, SBDC's Procurement Technical Assistance Center assists small business to become more familiar with federal government bidding requirements and specifications, thereby helping them become more competitive.

Deborah Shufrin
Director

Mission Statement

The Department of Business and Technology (DBT) works with the business community to help create, retain and attract jobs throughout the Commonwealth by offering programs that stimulate economic growth and development. We are committed to working directly with the business community to make Massachusetts an even better place to do business. Working through the five agencies under its authority, DBT offers programs that stimulate economic growth and development:

Massachusetts Office of Business Development (MOBD):

Through its seven regional offices, including new offices in the Metro-West and in Pittsfield, MOBD works with companies and municipalities to help them take advantage of economic incentive programs that are available. MOBD also assists companies in navigating and obtaining the technical, human, financial and siting resources necessary to expand and/or re-locate in MA.

Massachusetts Office of Travel and Tourism (MOTT):

The Massachusetts Office of Travel & Tourism brings together the public and private sectors to promote MA as a leisure travel destination in order to stimulate the MA economy by generating state and local tax revenues, creating jobs and supporting the growth of travel-related businesses. MOTT oversees an annual advertising and promotional program as well as providing leadership to and joint marketing opportunities for the MA tourism industry to stimulate travel to the Commonwealth.

Massachusetts Office of International Trade and Investment (MOITI):

The Massachusetts Office of International Trade & Investment diversifies the MA economy and workforce by marketing the state's businesses internationally, developing exporting relationships through focused bilateral trade promotion and attracting foreign direct investment to the state.

State Office of Minority and Women Business Assistance (SOMWBA):

The State Office of Minority & Women Business Assistance creates opportunities for minority and women owned businesses by growing the number of state and federally certified businesses and offering assistance on how to become certified. Chapter 193 of the Acts of 2004 ensures the fair participation of minority-owned and women-owned businesses on state funded municipal construction projects. SOMWBA is responsible for the overall management, monitoring, and enforcement of that program.

Massachusetts Office of Small Business and Entrepreneurship (OSBE):

The Office of Small Business & Entrepreneurship helps small businesses access available resources, improves public policies and regulations pertaining to small businesses and assists municipalities with programs that enhance their business communities in order to make MA a better place for small businesses to grow and thrive.

FY06 MBE Narrative

In FY06, DBT agencies utilized five difference MBE vendors for the following services:

Toner Cartridges
Movers
General Office Supplies
Peripheral Computer Equipment
IT Professional Services

DBT exceeded its MBE benchmark by 188% primarily through conscientious efforts to utilize MBE vendors, especially those on statewide contracts. DBT has increased its level of MBE spending over the past several years and, within budget constraints, will strive hard to continue that trend.

FY06 WBE Narrative

DBT contracted with five WBE vendors for the following services: Souvenir Merchandise, General Office Supplies, Fulfillment Services, Custom Publishing and Subscriptions.

The vast majority of DBT's WBE spending is for custom publishing and fulfillment services. Unfortunately, during FY06, our fulfillment vendor merged with another vendor that was a majority firm (who was not a SOMWBA certified company). Therefore, our FY06 WBE expenditures decreased approximately 3% from FY05. We are aware of this situation and will work to try to restore some of our WBE spending up to previous levels, subject to the availability of funding.

Department of Labor (DOL): The Dept. of Labor (DOL) was extremely successful during FY06 in both its **MBE** and **WBE** expenditure.

DOL is proud to report that it exceeded its FY06 MBE projected benchmark goal by \$24,364.00 with a spending total of \$62,330.00 Success was achieved by our business relationship with vendors such as New England Office Supply (\$19,888.00), PJ Systems (\$26,144.00) and Sterling Business Products (\$10,195.00).

As well, DOL exceeded its FY06 WBE projected benchmark goal by \$19,279.00 with a spending total of \$55,298.00. Success in this area was due in part by New England Office Supply (\$19,888.00); Graphic Productions (\$17,153.00) and John Leonard Employment (\$10,846.00).

DOL will continue to utilize the goods and services provided by MBEs and WBEs vendors on statewide contracts to meet its benchmarks goal set forth for FY07.

Consumer Affairs and Business Regulation Message from the Director

As the Director of Consumer Affairs and Business Regulation, I am pleased to present the fiscal year 2006 Affirmative Market Program Report. As I reviewed the spending and procurement data of the past fiscal year I see that Directorate spending for WBE is \$25,965 over its benchmark and the MBE spending has surpassed its benchmark by \$20,498

One issue that has been brought to my attention is the benchmark calculation. Since it is the average of the past two fiscal years of spending in particular subsidiaries, there is no allowance for the removal of one-time only expenditures that would allow for a more normalized benchmark. Therefore whether or not we meet the current benchmark is due in large part to external economic factors beyond our control.

As a central business office our administrative staff works closely with our agencies to identify opportunities to contract with MBE and WBE vendors. We have a standing policy of purchasing all of our supplies from MBE/WBE vendors and are striving to utilize MBE/WBE printing services whenever possible.

Our goal for FY2007 continues to be the utilization of MBE/WBE vendors whenever possible. We welcome the opportunity for continued growth in our Affirmative Market Program efforts as funding and other opportunities allow.

**Janice Tatarka
Director**

Office of Consumer Affairs and Business Regulation – Mission Statement

The Office of Consumer Affairs and Business Regulation is the state watchdog charged with educating, informing and protecting consumers. The Office staffs Consumer Information Call Center, publishes educational brochures and alerts, investigates consumer problems, monitors the market place, and runs the state's [Lemon Law Program](#) and [Home Improvement Contractor Program](#).

Our Directorate has a standing agreement with our agencies to use M/WBE vendors whenever possible. Since our directorate is mostly staff we have limited discretionary dollars available. When we have the ability to make one-time expenditures we typically turn to an M/WBE provider. By doing so our benchmark data is frequently skewed and it appears our agencies are not doing their part to achieve the stated average goals. OCABR is very supportive of the AMP program and makes every effort to achieve the goals established. Once again we would like to suggest allowing agencies to remove those one-time expenditures from the benchmark comparison data.

Overall we are very pleased with our directorate spending exceeding both the MBE and WBE benchmarks collectively.

FY 2006 MBE Narrative

We are pleased that our Directorate-wide FY06 benchmark exceeded our goal by \$20,498.

Office of Consumer Affairs and Business Regulation (SCA)

In FY 06 SCA met its established MBE benchmark. The SCA FY06 budget allowed for additional consumer education spending that resulted in the positive benchmark result. FY06 spending consisted mainly of printing, advertising and office supply expenditures.

Division of Standards (DOS)

In FY 06 DOS was successful in meeting its established MBE spending benchmark. Even with a very limited budget DOS was able to stay on target.

Division of Professional Licensure (REG)

In FY 06 REG surpassed its established FY 06 MBE spending benchmark. Additional funding allowed this agency to exceed its benchmark by close to \$11K.

Division of Banks (DOB)

In FY06 the DOB missed its target by \$4,431. This was primarily due to less one-time MBE expenditures included in the average. As with all of our agencies the focus is to use MBE providers wherever possible to achieve our goals.

State Racing Commission (SRC)

In FY 06 the SRC did not meet its established FY 06 MBE spending benchmark. Since the majority of SRC spending is either payroll or track related there was not sufficient budgetary opportunity to purchase from MBE providers. Every effort will be made to accomplish our spending goals in FY07.

Department of Telecommunications and Energy (DPU)

In FY06 the DTE met its established FY06 MBE spending benchmark. As the FY06 budget for the DTE continued to recover this agency was able to exceed its spending goals by focusing on MBE printing and office and admin supply vendors.

Division of Energy Resources (ENE)

In FY06 ENE was not successful in meeting its established FY06 MBE spending benchmark. This shortfall was due to decreased spending in office supplies and printing expenses. The majority of ENE expenses is comprised of payroll and federally approved pass-through dollars.

Division of Insurance (DOI)

In FY 06 the Division of Insurance successfully exceeded its established MBE spending benchmark by a significant amount. The DOI total MBE spending for FY06 was significantly higher than its benchmark by \$21K. As the DOI budget increased so did their ability to focus on MBE providers.

FY 2006 WBE Narrative

We are pleased that our Directorate-wide WBE benchmark exceed out target by \$25,965. As you know the benchmark process includes one-time funds. Our agencies make every effort to meet the average benchmark process currently established but cannot always do this due to one-time purchase opportunities. Explanations are as follows:

Office of Consumer Affairs and Business Regulation (SCA)

SCA greatly exceeded the FY 06 established WBE benchmark by \$52,246 due to one-time dollars that we were able to apply to the production of a consumer education campaign for our home improvement contractor program. This was a one-time only event and these resources will not be available in the future.

Division of Standards (DOS)

The DOS exceeded their established FY06 WBE spending benchmark by \$4,080. WBE spending was comprised of office supplies and printing expenses and one-time diversity training costs.

Division of Professional Licensure (REG)

REG did not meet its FY 06WBE established benchmark by \$15,819. As stated last year there was a large one-time expenditure for IT professionals that would not be replicated in the future. As always REG expenditures include office and printing supplies as well as temp help to meet their annual goals.

Division of Banks (DOB)

The DOB did not meet its established benchmark by \$53,814. As stated last year DOB more than tripled its established benchmark due to one-time furniture expenditure and a heavy reliance on temp help for one-time projects. DOB makes every effort to meet its benchmarks through office supplies, printing and temp help spending.

State Racing Commission (SRC)

The SRC was short by \$2,651 of their established FY06 WBE spending benchmark and will make every effort to remedy this shortfall in FY07.

Department of Telecommunications and Energy (DPU)

DPU exceeded the FY06 benchmark by \$100,568 due to a one-time need for a consultant, temps and diversity training. When dollars are available our agencies make every effort to hire M/WBEs if possible.

Division of Energy Resources (ENE)

ENE exceeded their FY06 benchmark by \$61,302 mostly due to the one-time hiring of an advertising contractor to promote a winter heating campaign. This was a one-time only expenditure.

Division of Insurance (DOI)

The DOI was unable to meet their FY 06 WBE established benchmark by \$19,379. This is due to a large one-time furniture expenditure included in their benchmark average. DOI makes every effort to achieve its goals by consistent italicization of office supply, printing and temp help vendors.

Overview of Directorate Agencies

Department of Telecommunications and Energy - The DTE is responsible for the structure and control of monopoly Telecommunications and Energy in the Commonwealth; developing alternatives to traditional regulation and traditional monopoly arrangements; controlling prices and profits; monitoring service quality; regulating safety in the transportation and gas pipeline areas; and for the siting of energy facilities. The mission of the Department is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost as

determined by its orders; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations.

Division of Energy Resources - The mission of the Division of Energy Resources is to implement energy policies that ensure an adequate supply of reliable, affordable and clean energy for business and residents of Massachusetts. The Division improves and streamlines energy regulation, promotes greater efficiency in all energy uses, reduces energy costs and mobilizes energy education.

The Division of Banks - The Division of Banks regulates, supervises and audits state-chartered trust companies, savings banks, cooperative banks, credit unions, finance companies, mortgage brokers and lenders and collection agencies. The Division also grants charters and approves branches, acquisitions and mergers. The division promotes the public interest by fostering the safety and soundness of financial institutions, by encouraging fair competition and reinvestment in the community, and by supervising small loan interest rate, credit, and savings transaction compliance.

The Division of Insurance - The Division regulates all aspects of the insurance industry. It licenses over 1,300 insurers and 80,000 producers throughout the Commonwealth. The Consumer Section answers consumer questions and investigates complaints against agents, brokers and insurers. The Division also performs market conduct and financial examinations, audits licenses, reviews rates and policy forms, and participates in rate setting.

The Division of Professional Licensure - The Division of Professional Licensure is an umbrella agency responsible for the 29 professional licensing boards that ensure the integrity of the licensure process for more than 330,000 professionals in more than 40 trades and professions. The boards, created primarily to protect the health and safety of all consumers, each examine and license applicants, hold disciplinary hearings, and establish standards for professional conduct. A centralized Investigative Unit handles all consumer complaints against licensed professionals.

The Division of Standards - The Division is responsible for setting standards and testing the accuracy of all weighing and measuring devices used in the sale of food, fuels, and other products. The Division sets accuracy and safety standards for thermometers, governs the advertising and sale of motor fuels, sets standards for lubricating oils, anti-freeze and fuel oils, and inspects all fuel-dispensing pumps. The Division licenses hawkers, peddlers, motor fuel and motor oil dealers, auctioneers, motor vehicle repair shops and enforces pricing laws and regulations.

The State Racing Commission - The State Racing Commission regulates all pari-mutuel activities in Massachusetts. The Commission oversees thoroughbred, harness and greyhound racing; licenses all racing tracks and all owners, trainers, jockeys, veterinarians, blacksmith and other agents and employees of the tracks. The Commission also hears appeals from the decisions of the Boards of Stewards or the Boards of Judges, and monitors the security and protection of racing animals and the wagering public.

Overview of Directorate Programs

Home Improvement Contractor Program - In 1992, the Home Improvement Contractor Law was created to protect consumers and to regulate the home improvement industry (M.G.L. c. 142A). The Office of Consumer Affairs and Business Regulation manage an Arbitration Program to help consumers resolve disputes against home improvement contractors. In CY2006, Consumer Affairs has received 148 arbitration applications. There were 36 hearings which resulted in \$644,777.72 to 32 homeowners and \$9,620.23 to 3 contractors.

Consumer Affairs also administers the Guaranty Fund, which compensates eligible consumers up to \$10,000 for unpaid judgments against registered contractors. In CY2006, Consumer Affairs has received 137 Guaranty Fund claims. A total of 82 payments totaling \$698,554.61 were made to homeowners.

For FY2006

HIC Arbitration Program – There were 160 arbitration cases filed between 7/1/2005 and 6/30/2006. There were 93 hearings in which homeowners were awarded \$1,749,754.15, and contractors were awarded \$26,604.84 (all years).

Guaranty Fund There were 159 Guaranty Fund claims filed between 7/1/2005 and 6/30/2006. 101 homeowners received \$829,923.66 (all years).

The Lemon Law Program - The Lemon Law and the Used Vehicle Warranty Law provide protection to consumers who purchase new, used and leased cars. The Office of Consumer Affairs and Business Regulation administer an Arbitration Program to resolve disputes between consumers, dealers and manufacturers. Each year hundreds of thousands of dollars are returned to consumers who purchase "lemon" vehicles. In 2005, a total of \$274,891.37 was awarded to consumers who came to arbitration. Total settlement value for the complaints that did not reach an arbitration hearing was \$374,454.00. In calendar year 2006 to date a total of \$521,572.47 has been awarded to consumers who came to arbitration... Total settlement value for the complaints that did not reach an arbitration hearing was \$475,338.00

FY 2006 Comments on the Affirmative Market Program

The agencies under our directorate are regulatory in nature. The majority of spending is greater than 95% in payroll and related costs. We steer our agencies to discretionary dollars such as supplies, printing, temp help and other areas that may be one-time in nature. We believe the one-time costs should be removed from the benchmark average in order to reflect a maintenance amount where we are measured on M/WBEs expenditures.

Department of Workforce Development

FY2006 saw the continued commitment of the Department of Workforce Development and its Divisions (Career Services, Unemployment Assistance, and Apprenticeship Training) to the Affirmative Market Program. Once again, we exceeded our MBE Benchmark. DWD's FY2006 expenditures with Minority Business Enterprises totaled \$1,239,345, an increase of \$97,180 (8.5 per cent) over FY2005 expenditures, and \$220,850 (21.7 per cent) over the Agencies' two-year average expenditures. As a result, MBE-expenditures for the Department of Workforce Development in FY2006 exceeded our projected MBE benchmark (\$1,018,495) by nearly 22%.

This success was achieved by maintaining and strengthening our business relationships with Statewide Vendors such as CAM Office Services (\$47,031); G.A. Blanco & Sons, Inc. (\$404,901);

New England Office Supply (\$148,361); PJ Systems, Inc. (\$76,139); and Stellar Corporation (\$74,659).

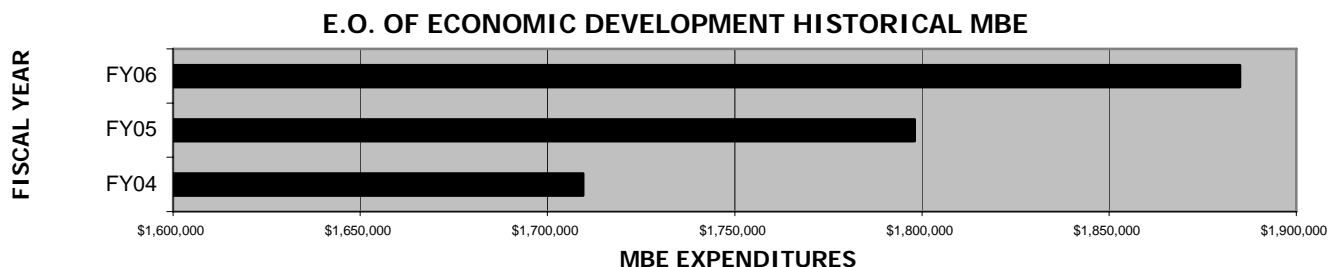
Further changes in the Massachusetts employment and business climate, as well as the completion of several multiple year special projects and initiatives resulted in DWD's falling short in our Benchmark for expenditures with Women Business Enterprises. FY2006 saw a further significant decline in the Agencies' usage of IT Consultants, Paralegals and Temporary Clerical help. As a result, WBE expenditures decreased significantly, to \$1,205,219, a decline of \$408,015 from the FY2005 total of \$1,613,236. Despite the changes in our business and decreases in discretionary funding, we have, where possible, maintained our long-standing relationships with, and commitments to, qualified WBE Vendors, such as Peopleserve (\$88,165), Travis Associates (\$260,001), The Resource Connection Inc. (\$97,666), and CQ Personnel (\$83,632). We actively continue to seek out qualified Women-Owned Business Enterprises when purchasing goods and services.

DWD will continue to participate fully in the Affirmative Market Program, and aggressively seek ways to increase our involvement with qualified Minority- and Women-Owned Business Enterprises. The AMP Coordinator for DWD will continue to attend the monthly Coordinator meetings, to monitor statewide contracts, and track Agency spending, seeking qualified M/WBE Vendors and recommending them to the Agency's resource managers. We will continue our participation in all Agency PMTs to ensure the integrity of the procurement process and to further the goals of the Affirmative Market Program.

Executive Office of Economic Development Historical Spending Trend-Minority Business Enterprises (MBEs)

	FY04*	FY05	FY06
Apprentice Training	\$3,502	\$5,947	*
Board of Conciliation and Arbitration	\$1,811	\$3,006	\$7,566
Department of Business and Technology	\$38,085	\$66,685	\$70,525
Department of Industrial Accidents	\$309,256	\$276,364	\$221,702
Department of Telecommunications and Energy	\$57,166	\$68,631	\$68,925
Department of Workforce Development	\$10,786	\$8,374	\$1,240,369
Division of Banks	\$50,731	\$33,203	\$37,536
Dept. of Unemployment Assistant (formerly Division of Employment and Training)	\$1,088,297	\$1,127,844	*
Division of Energy Resources	\$11,736	\$16,548	\$8,856
Division of Insurance	\$30,255	\$59,114	\$65,939
Division of Labor, Division of Occupational Safety	\$37,948	\$39,984	\$62,330
Division of Professional Licensure	\$14,916	\$38,832	\$37,657
Division of Standards	\$6,296	\$9,432	\$8,511
Executive Office of Economic Development	\$3,764	\$4,986	\$11,336
Joint Labor Management Committee	\$907	\$1,336	\$3,139
Labor Relations Commission	\$4,691	\$3,758	\$6,307
Office of Consumer Affairs and Business Regulation	\$9,701	\$20,682	\$21,751
State Racing Commission	\$29,670	\$13,368	\$12,489
TOTAL	\$1,709,518	\$1,798,094	\$1,884,938

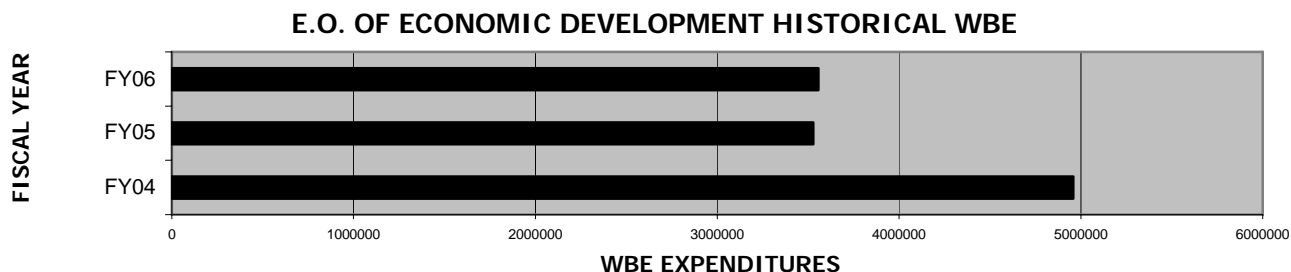
* In FY06 Department Workforce Development (includes DUA, DCS and DAT)



**The Executive Office of Economic Development
Historical Spending Trend-Women Business Enterprises (WBEs)**

	FY04	FY05	FY06
Apprentice Training	\$21,591	\$23,328	*
Board of Conciliation and Arbitration	\$1,811	\$816	\$7,173
Department of Business and Technology*	\$891,209	\$1,035,104	\$997,047
Department of Industrial Accidents	\$215,093	\$337,060	\$741,109
Department of Telecommunications and Energy	\$40,723	\$57,041	\$149,450
Department of Workforce Development	\$7,068	\$18,952	\$1,206,243
Division of Banks	\$99,097	\$232,784	\$112,127
Dept. of Unemployment Assistance (formerly Division of Employment and Training)	\$3,414,876	\$1,570,956	*
Division of Energy Resources	\$6,726	\$7,927	\$68,628
Division of Insurance	\$96,376	\$81,554	\$69,586
Division of Occupational Safety	\$30,650	\$39,387	\$55,298
Division of Professional Licensure	\$88,863	\$48,803	\$53,014
Division of Standards	\$6,296	\$5,241	\$9,848
Executive Office of Economic Development	\$3,764	\$44,843	\$8,142
Joint Labor Management Committee	\$3,407	\$1,336	\$1,283
Labor Relations Commission	\$4,717	\$3,216	\$3,750
Office of Consumer Affairs and Business Regulation	\$9,544	\$11,667	\$62,851
State Racing Commission	\$17,290	\$7,610	\$9,799
TOTAL	\$4,959,101	\$3,527,625	\$3,555,348

* In FY06 Department Workforce Development (includes DUA, DCS and DAT)



**The Executive Office of Economic Development
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE DEPARTMENT OF BUSINESS AND TECHNOLOGY								
	FY06 Disc. Base	2Yr (04/05) Average	FY06 Proj. Incr	FY06 MBE Benchmark	Final Expenditures	Sub- Contractor Payments	Total FY06 Expenditures	Variance
Board of Conciliation and Arbitration	\$33,600	\$2,409	\$0	\$2,409	\$6,811	\$755	\$7,566	\$5,158
Department of Business and Technology	\$8,026,259	\$52,385	(\$28,709)	\$23,676	\$68,328	\$2,197	\$70,525	\$46,849
Department of Industrial Accidents	\$399,106	\$292,810	(\$68,032)	\$224,778	\$211,593	\$10,109	\$221,702	(\$3,076)
Department of Telecommunications and Energy	\$2,032,341	\$62,899	\$0	\$62,899	\$57,271	\$11,654	\$68,925	\$6,027
Department of Workforce Development	\$41,609,394	\$1,122,376	\$0	\$1,122,376	\$882,624	\$357,745	\$1,240,369	\$117,993
Division of Banks	\$1,513,388	\$41,967	\$0	\$41,967	\$37,088	\$448	\$37,536	(\$4,431)
Division of Energy Resources	\$215,456	\$14,142	\$0	\$14,142	\$8,458	\$398	\$8,856	(\$5,286)
Division of Insurance	\$2,192,423	\$44,685	\$0	\$44,685	\$53,818	\$12,121	\$65,939	\$21,255
Division of Occupational Safety	\$786,854	\$38,966	(\$1,000)	\$37,966	\$60,185	\$2,145	\$62,330	\$24,364
Division of Professional Licensure	\$1,584,606	\$26,874	\$0	\$26,874	\$35,896	\$1,761	\$37,657	\$10,783
Division of Standards	\$53,547	\$7,864	\$0	\$7,864	\$6,752	\$1,759	\$8,511	\$647
Executive Office of Economic Development	\$7,556	\$4,375	(\$2,375)	\$2,000	\$11,336		\$11,336	\$9,336
Joint Labor Management Committee	\$139,168	\$1,122	\$0	\$1,122	\$1,494	\$1,645	\$3,139	\$2,018
Labor Relations Commission	\$24,023	\$4,225	\$0	\$4,225	\$5,053	\$1,254	\$6,307	\$2,083
Office of Consumer Affairs and Business Regulation	\$231,867	\$15,192	\$0	\$15,192	\$21,255	\$496	\$21,751	\$6,560
State Racing Commission	\$46,606	\$21,519	\$0	\$21,519	\$12,040	\$449	\$12,489	(\$9,030)
TOTAL	\$58,896,194	\$1,753,807	(\$100,116)	\$1,653,691	\$1,480,002	\$404,936	\$1,884,938	\$231,247

WOMEN BUSINESS ENTERPRISE DEPARTMENT OF BUSINESS AND TECHNOLOGY								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures	Payments	Expenditures	
Board of Conciliation and Arbitration	\$33,600	\$1,314	\$0	\$1,314	\$6,811	\$362	\$7,173	\$5,860
Department of Business and Technology	\$8,026,259	\$963,157	(\$218,355)	\$744,802	\$993,277	\$3,770	\$997,047	\$252,246
Department of Industrial Accidents	\$399,106	\$276,077	(\$101,749)	\$174,328	\$737,307	\$3,802	\$741,109	\$566,782
Department of Telecommunications and Energy	\$2,032,341	\$48,882	\$0	\$48,882	\$148,011	\$1,439	\$149,450	\$100,568
Department of Workforce Development	\$41,609,394	\$2,527,573	\$0	\$2,527,573	\$1,108,998	\$97,245	\$1,206,243	(\$1,321,330)
Division of Banks	\$1,513,388	\$165,941	\$0	\$165,941	\$111,967	\$160	\$112,127	(\$53,814)
Division of Energy Resources	\$215,456	\$7,327	\$0	\$7,327	\$68,211	\$417	\$68,628	\$61,302
Division of Insurance	\$2,192,423	\$88,965	\$0	\$88,965	\$51,815	\$17,771	\$69,586	(\$19,379)
Department of Labor	\$786,854	\$35,019	\$1,000	\$36,019	\$53,610	\$1,688	\$55,298	\$19,280
Division of Professional Licensure	\$1,584,606	\$68,833	\$0	\$68,833	\$51,054	\$1,960	\$53,014	(\$15,819)
Division of Standards	\$53,547	\$5,769	\$0	\$5,769	\$8,067	\$1,781	\$9,848	\$4,080
Executive Office of Economic Development	\$7,556	\$24,304	(\$22,304)	\$2,000	\$8,101	\$41	\$8,142	\$6,143
Joint Labor Management Committee	\$139,168	\$2,372	\$0	\$2,372	\$1,266	\$17	\$1,283	(\$1,089)
Labor Relations Commission	\$24,023	\$3,967	\$0	\$3,967	\$3,613	\$137	\$3,750	(\$217)
Office of Consumer Affairs and Business Regulation	\$231,867	\$10,606	\$0	\$10,606	\$62,272	\$579	\$62,851	\$52,246
State Racing Commission	\$46,606	\$12,450	\$0	\$12,450	\$9,518	\$281	\$9,799	(\$2,651)
TOTAL	\$58,896,194	\$4,242,551	(\$341,408)	\$3,901,143	\$3,423,898	\$131,450	\$3,555,348	(\$345,795)

DEPARTMENT OF EDUCATION (DOE)

Message from the Commissioner

The Department of Education is committed to ensuring minority and women business enterprises are included in the planning and implementation of all programs of the department through spending priorities. We will continue to strive to meet aggressive goals, combined with improved outreach and will continue to award grants and contracts to certified minority and women business enterprises.

*David P. Driscoll
Commissioner*

Mission Statement

The Department of Education provides technical and financial support to cities, towns, charter schools, and regional school districts for early, primary, secondary, vocational, and adult basic education. The Department coordinates and oversees statewide educational policy by ensuring high-quality curriculum in schools, developing assessments for student and school performance, and establishing certification criteria for teachers and administrators throughout the Commonwealth.

FY06 MBE Narrative

In Fiscal Year 2006, the Department of Education succeeded in exceeding its' Benchmark of \$1,464,769.00. Expenditures totaling \$1,704,357.00, an increase of 16%, went to MBE certified vendors. The Department utilized MBE vendors for printing expenses, out of state travel expenses, office supplies, technology equipment, non-hazardous waste removal service, and program consultants. We will continue to work within the agency's procurement unit to increase the amount of discretionary monies utilizing M/WBE certified vendors whenever possible.

FY06 WBE Narrative

In Fiscal Year 2006, the Department of Education succeeded in exceeding its' Benchmark of \$1,133,310.00. Expenditures totaling \$1,800,789.00, an increase of 58%, went to WBE certified vendors. The Department utilized WBE vendors for printing expenses, office supplies, technology professionals, media consultants, and program consultants. We will continue to work within the agency's procurement unit to increase the amount of discretionary monies utilizing M/WBE certified vendors whenever possible.

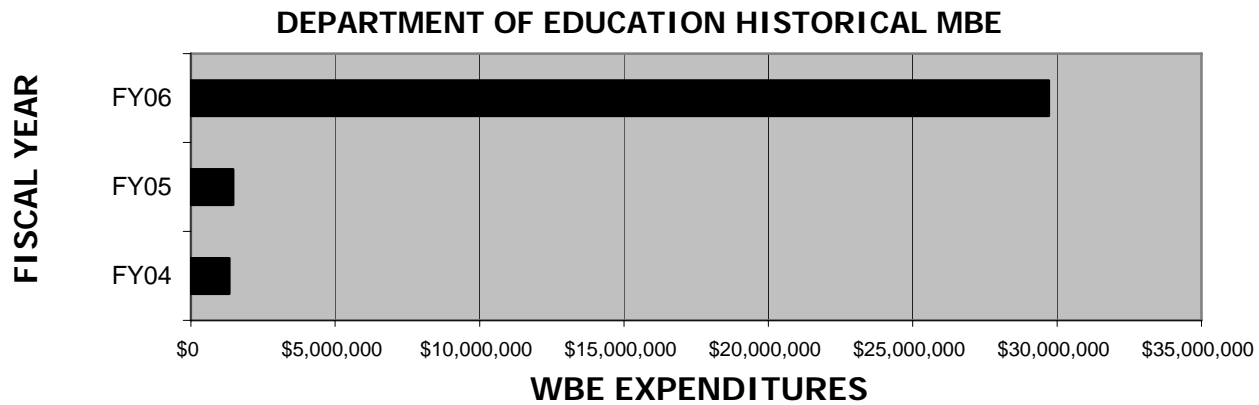
Department of Education

Historical Spending Trend Women Business Enterprise (MBE)

DEPARTMENT OF EDUCATION

	FY04	FY05	FY06
Department of Education	\$1,326,596	\$1,463,440	\$1,704,357
Department of Early Education and Care	*	*	\$28,007,668
TOTAL	\$1,326,596	\$1,463,440	\$29,712,025

* Agency was not part of DOE in FY04 and FY05

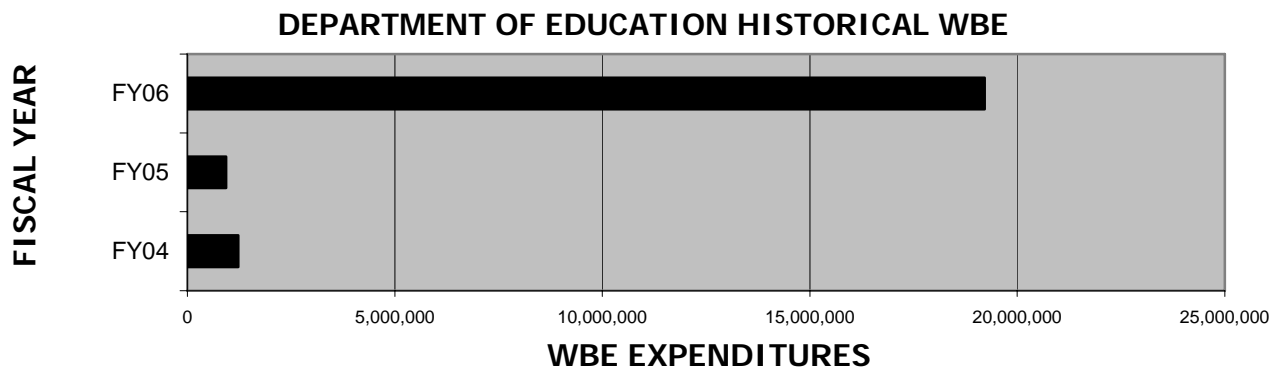


**Department of Education
Historical Spending Trend Women Business Enterprise (WBE)**

DEPARTMENT OF EDUCATION

	FY04	FY05	FY06
Department of Education	\$1,226,636	\$932,049	\$1,800,789
Department of Early Education and Care	*	*	\$17,406,306
TOTAL	\$1,226,636	\$932,049	\$19,207,095

* Agency was not part of DOE in FY04 and FY05



**DEPARTMENT OF EDUCATION
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE DEPARTMENT OF EDUCATION								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Department of Education	\$78,421,570	\$1,395,018	\$69,751	\$1,464,769	\$1,602,260	\$102,097	\$1,704,357	\$239,588
Department of Early Education and Care	\$185,119,818	\$39,055,715	\$609,456	\$39,665,171	\$28,003,319	\$4,349	\$28,007,668	(\$11,657,503)
TOTAL	\$263,541,388	\$40,450,733	\$679,207	\$41,129,940	\$29,605,579	\$106,446	\$29,712,025	(\$11,417,915)

WOMEN BUSINESS ENTERPRISE DEPARTMENT OF EDUCATION								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Department of Education	\$78,421,570	\$1,079,343	\$53,967	\$1,133,310	\$1,767,919	\$32,870	\$1,800,789	\$667,480
Department of Early Education and Care	\$185,119,818	\$25,127,486	\$316,465	\$25,443,951	\$17,401,843	\$4,463	\$17,406,306	(\$8,037,645)
TOTAL	\$263,541,388	\$26,206,829	\$370,432	\$26,577,261	\$19,169,762	\$37,333	\$19,207,095	(\$7,370,166)

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

GOODS & SERVICES

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (DHCD)

Message from the Commissioner

We, at the Department of Housing & Community Development (DHCD) have always supported the utilization of Minority Business Enterprises in our contractual relationships with vendors. Executive Order 390 is included and implemented during the preparation of local housing authority construction and design contracts. We are aggressive in the goals we set and make every effort to maintain them. My staff has made extra efforts to engage and train the public on how to do business with DHCD. We are always trying new and innovative ideas to encourage participation in our contracts by the MBE/WBE community.

Jane Wallis Gumble

Director

Mission Statement

The mission of DHCD is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts's residents. To accomplish our mission, we will provide leadership, professional assistance and financial resources to promote safe, decent affordable housing opportunities, economic vitality of communities and sound municipal management. We will forge partnerships with regional and local governments, public agencies, community-based organizations and the business community to achieve our common goals and objectives. In all of these efforts, we will recognize and respect the diverse needs, circumstances and characteristics of individuals and communities.

DHCD is committed to:

Programs and funding that primarily target populations of low to moderate incomes and those with special needs.

Coordinated, integrated and balanced agency responses to address the comprehensive needs and interests of communities.

Programs and technical assistance designed to facilitate informed decision-making at the local level, and to encourage self-sufficiency of residents and communities.

Sound business practices that ensure the highest standards of public accountability and responsibility.

FY06 MBE/WBE Narrative

The Department of Housing and Community Development (DHCD) is a single agency reporting its MBE/WBE expenditures and activities to the Executive Director of the Affirmative Market Program in the Executive Office of Administration and Finance (EOAF). Massachusetts Housing (MHFA), an affiliate of DHCD, conducts independent monitoring of its MBE expenditures and submits separate MBE/WBE quarterly and annual reports to EOAF.

Goods & Services

The data for goods services in FY2006, includes universal exemptions allowed by the EOAF, and only includes expenditures made with state funds. Because of program funding cuts, DHCD failed to meet the MBE benchmark by \$60,890 and failed to meet the WBE benchmark by \$93,492. Most of DHCD's procurements in this area are made from the existing statewide goods & services contracts from which we select SOMWBA-certified firms when available. Also, many of our year-to-year grant contracts for neighborhood and fuel assistance services are entered into with SOMWBA-certified CDC's and non-profit organizations. The grant applications submitted by non-profit organizations and the awards of these grants

hinges on the appropriation of funds in DHCD's program budgets. When program funding is cut it affects our MBE/WBE benchmarks.

MBE & WBE Construction

DHCD funds local housing authorities (LHAs) for construction and modernization of state-aided public housing through contracts for financial assistance. It is important to note that MMARS only captures payments made to these LHAs and does not capture payments to the General Contractor or the SOMWBA-certified MBE/WBE subcontractors. On all LHA funded construction contracts estimated to cost a \$100,000 or more we required a total of 17% MBE/WBE participation (12% MBE and a 5% WBE). The exceptions to these requirements would be jobs that are single trade in nature, i.e., elevator upgrades, paving, oil tank remediation, septic systems, etc.

In FY2006, DHCD did not meet its benchmarks in expenditures or awards. Several factors are attributable to DHCD's shortfall in previous fiscal years, but the most critical one is lack of funding. Major funding constraints have been placed on this Department and has caused us to delay contract awards and expenditures for FY2006 pushing these projects to appear as FY2007 expenditures & awards. Further, a substantial amount of work funded by this Department was well under \$100,000 per project and was single trade in nature as identified above. Unfortunately, there is a lack of M/WBE prime contractors in these specialized areas of work. The larger housing authorities did a great deal of repairs and rehabilitation on public housing units by utilizing their in-house maintenance staff. This was a cost effective measure due to the funding constraints. We are keeping track of MBE/WBE firms that bid our work and contact these firms directly in an attempt to get them to bid. Sometimes the jobs are too small and these firms are not interested or they are too busy. However, we will continue to try and stimulate interest.

MBE & WBE Design Services

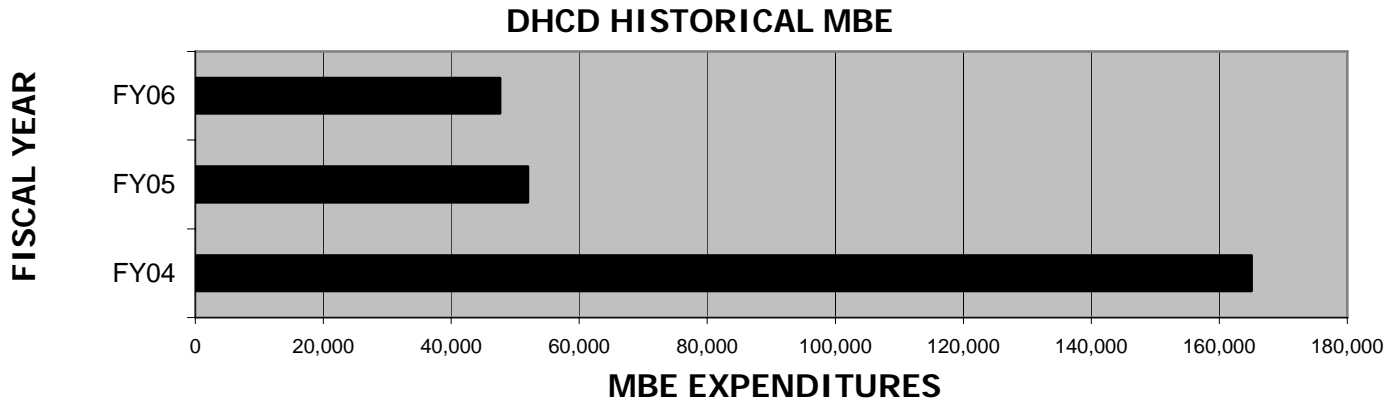
DHCD did not meet its benchmarks in expenditures or awards for M/WBE participation in Design Services. Once again, as stated above this shortfall is mainly due to funding constraints and for sound fiscal reasons, DHCD's in-house design staff has been preparing more specifications in order to facilitate time sensitive projects and to keep costs down.

The procedures are similar with respect to design contracts. DHCD does not enter into contracts for architectural and/or engineering (A/E) services. Local housing authorities who receive DHCD funding enter into these contracts which contain DHCD's MBE/WBE requirements when the contract is \$100,000 or more. These contracts require 7% MBE and 3% WBE participation. On A/E contracts under \$100,000, DHCD through its LHA's makes every effort to directly award contracts to SOMWBA-certified A/E Firms. Most of our MBE/WBE participation comes from the MBE/WBE being prime A/E firm.

Historical Spending Trend-Minority Business Enterprises (MBEs)

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

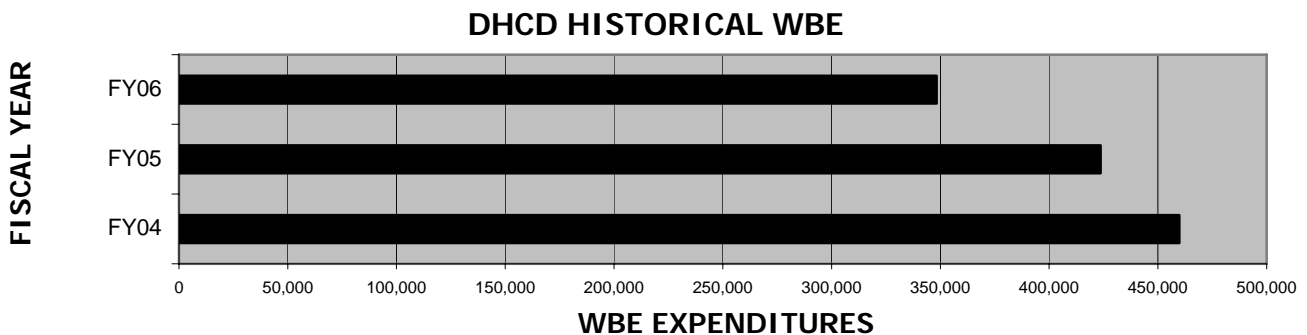
	FY04	FY05	FY06
Housing and Community Development	\$165,038	\$51,997	\$47,633
TOTAL	\$165,038	\$51,997	\$47,633



Historical Spending Trend-Women Business Enterprises (WBEs)

Department of Housing & Community Development

	FY04	FY05	FY06
Housing and Community Development	\$459,850	\$423,611	\$348,239
TOTAL	\$459,850	\$423,611	\$348,239



**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Housing and Community Development	\$4,141,390	\$108,523	\$0	\$108,523	\$46,375	\$1,258	\$47,633	(\$60,890)
TOTAL	\$4,141,390	\$108,523	\$0	\$108,523	\$46,375	\$1,258	\$47,633	(\$60,890)

WOMEN BUSINESS ENTERPRISE DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
Housing and Community Development	\$4,141,390	\$441,731	\$0	\$441,731	\$346,796	\$1,443	\$348,239	(\$93,492)
TOTAL	\$4,141,390	\$441,731	\$0	\$441,731	\$346,796	\$1,443	\$348,239	(\$93,492)

DEPARTMENT OF HOUSING
&
COMMUNITY DEVELOPMENT

CONSTRUCTION
&
DESIGN

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

Department of Housing and Community Development FY06 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Department of Housing and Community Development	\$38,153,144	\$7,105,500	\$5,973,071	\$1,860,746	\$7,833,817	\$728,317
TOTAL	\$38,153,144	\$7,105,500	\$5,973,071	\$1,860,746	\$7,833,817	\$728,317

Department of Housing and Community Development FY06 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY02 Expenditures (Col. 3+4)	VARIANCE (Col. 5-2)
Department of Housing and Community Development	\$1,799,402	\$1,447,812	\$42,250	\$470,385	\$512,635	\$935,177
TOTAL	\$1,799,402	\$1,447,812	\$42,250	\$470,385	\$512,635	\$935,177

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

Department of Housing and Community Development						
FY06 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY06 Total Awards	FY06 M/WBE Benchmark	MBE Awards	WBE Awards	FY06 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Department of Housing and Community Development	\$11,214,182	\$5,860,359	\$1,564,806	\$1,469,878	\$2,034,684	\$3,825,675
TOTAL	\$11,214,182	\$5,860,359	\$1,564,806	\$1,469,878	\$2,034,684	\$3,825,675

Department of Housing and Community Development						
FY06 DESIGN AWARDS						
	1	2	3	4	5	6
	FY06 Total Awards	FY06 M/WBE Benchmark	MBE Awards	WBE Awards	FY02 Awards (Col. 3+4)	VARIANCE (Col. 5-2)
Department of Housing and Community Development	\$1,799,402	\$695,135	\$35,884	\$476,751	\$512,635	\$182,500
TOTAL	\$1,799,402	\$695,135	\$35,884	\$476,751	\$512,635	\$182,500

MASSHOUSING

GOODS & SERVICES

MASSHOUSING

Message from the Executive Director

"MassHousing, the state's affordable housing bank, has long held that its investments in affordable housing create economic opportunities and jobs. Targeting those economic opportunities and jobs to communities in which that housing is located makes for stronger, self-sustaining communities. In fiscal year 2006, MassHousing continued to make a significant commitment of personnel and financial resources to develop and implement an affirmative strategy which promotes procurement and contracting opportunities for minority and women business enterprises across all areas of the Agency.

MassHousing expended over \$1 million with minority and women business enterprises through its self-funded administrative budget (MassHousing does not receive any appropriated funds). \$36 million of awards were made to MBEs and \$30 million of awards were made to WBEs through MassHousing's construction lending programs. An additional \$31 million was expended with MBEs and \$18 million with WBEs for goods and services purchased by the owners and property managers in MassHousing's rental housing portfolio."

Thomas R. Gleason
Executive Director

Mission Statement

MassHousing offers a variety of financial resources to promote decent, safe and affordable housing throughout the Commonwealth. Since its creation in 1966, MassHousing has provided approximately \$10 billion to finance more than 87,000 rental units at 714 properties statewide and over 55,000 home mortgages to first-time, low- and moderate income borrowers throughout the state. MassHousing's commitment to challenge traditional lending practices combines innovation with sound business practices – a philosophy that reinforces the Agency's position as the leader in affordable housing finance in Massachusetts.

FY06 MBE Narrative

MassHousing established a benchmark of \$908,000 for Minority Business Enterprise (MBE) participation in FY 2006. MassHousing expended a total of \$8,787,436 in goods and services. MassHousing expended \$839,842 or 9.6% with SOMWBA-certified MBE vendors. This amount represents 92% of the projected goal. While the amount is less than projected, the percentage expended for this fiscal year was higher than the previous year: 9.6% in FY 2006 compared to 8.0% in FY 2005.

FY06 WBE Narrative

For Women Business Enterprises, the Agency benchmarked a goal of \$360,000. The Agency expended \$266,765 or 3%, with SOMWBA-certified Women Business Enterprise (WBE) and Minority/Women Business Enterprise (M/WBE) vendors. This was below the benchmark goal, resulting in a negative variance of \$93,235. The benchmark achieved was 74% of goal.

The decrease in WBE achievement is attributable to the end of a single, large contract with a SOMWBA-certified security company. Efforts to counteract the negative impact of the end of this contract continue.

MassHousing Construction Projects - Statewide

For FY2006, MassHousing had 15 projects under construction, representing \$191,907,620 in total awards. Of this amount, \$36,058,706 or 18.8% were awarded to MBEs and \$29,834,868 or 15.5% were awarded to WBEs and M/WBEs*.

MassHousing Portfolio Properties - Statewide

Of the 497 developments in MassHousing's rental housing portfolio reporting during FY2006, a total of \$173,864,973 was expended for supplies, equipment and services across the state. Of this amount, \$30,486,361 or 17.5% were attributed to MBE expenditures and \$17,931,849 or 10.3% to WBE and M/WBE expenditures.

MassHousing Business Development and Technical Assistance Initiatives

1. MassHousing's 16th Annual MBE/WBE Trade Fair was held. The Trade Fair provided M/WBEs the opportunity to network and market their businesses to the management company executives, property managers and general contractors who attend.
2. The Agency sponsored a Pre-Trade Fair Vendor Workshop for MBEs and WBEs planning to exhibit at the Trade Fair to learn how to market their goods and services and increase the profitability of their business.
3. The Agency held six regional management company meetings across the state where information on successful M/WBE companies was provided to management companies that are having difficulty meeting their MBE and WBE utilization goals, to ensure they make good faith efforts to meet their goals.
4. The Agency provided Small Business Capacity Building Workshops. These workshops were designed to help M/WBEs to:
 - Increase their company's bonding capacity;
 - Gain access to capital and credit;
 - Develop a business plan;
 - Enhance revenues, profits, and market share;
 - Obtain their SOMWBA Certification;
 - Develop their bidding and estimating capabilities;
 - Enhance their financial management ability;
 - Become more knowledgeable of business insurance needs; and
 - Market their businesses more effectively.
5. The Compliance and Diversity Division has collaborated with the Agency's Division Directors in order to be notified in advance of all RFPs being issued for the purpose of identifying and recruiting qualified MBE and WBE bidders.
6. Developed several M/WBE utilization reports through the Agency's Executive Information System so that individual managers can monitor their own M/WBE utilization.
7. Provided technical assistance to help MBE and WBE security companies so as to increase their competitive position in future RFPs.

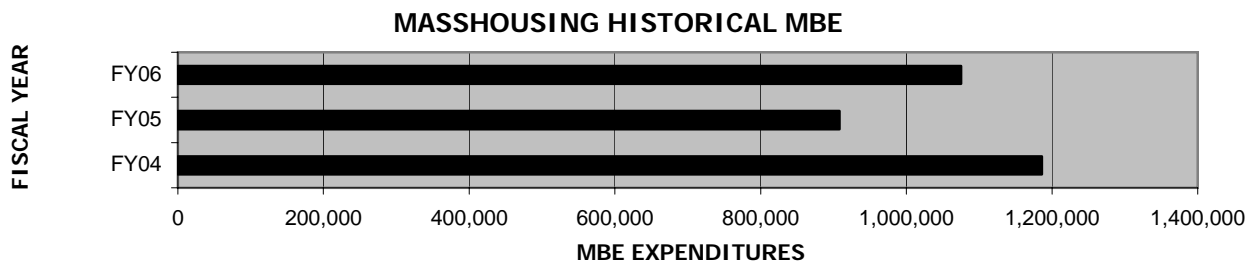
***Please Note:** Minority Women Owned Business dollars awarded and/or expended are counted in both MBE and WBE achievement categories.

MASSHOUSING

Historical Spending Trend Minority Business Enterprises (MBEs)*

MassHousing

	FY04	FY05	FY06
MassHousing	\$1,356,703	\$908,135	\$1,075,000
Total	\$1,356,703	\$908,135	\$1,075,000



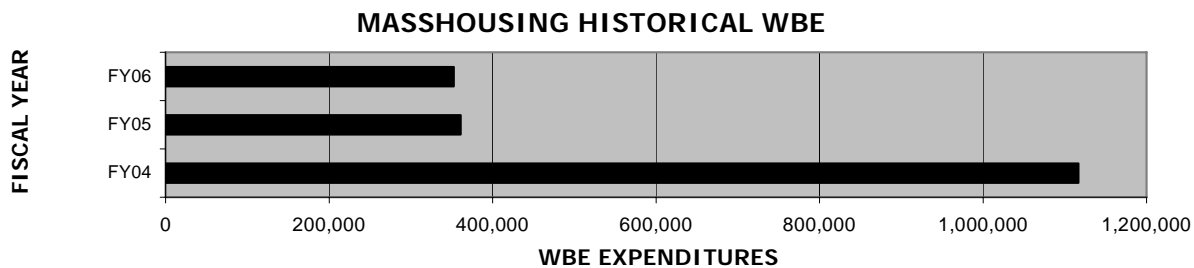
MASSHOUSING

Historical Spending Trend Women Business Enterprises (WBEs)*

MassHousing

	FY04	FY05	FY06
MassHousing	\$1,116,821	\$360,951	\$352,461
Total	\$1,116,821	\$360,951	\$352,461

**Please note: Expenditure dollars for Minority Women Business Enterprises are counted in both Women and Minority Business categories.*



**MASSHOUSING
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
GOODS AND SERVICES**

MINORITY BUSINESS ENTERPRISE MASSHOUSING								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
MassHousing	\$10,679,926	\$1,132,419	(\$224,419)	\$908,000	\$839,842	\$235,158	\$1,075,000	\$167,000
TOTAL	\$10,679,926	\$1,132,419	(\$224,419)	\$908,000	\$839,842	\$235,158	\$1,075,000	\$167,000

WOMEN BUSINESS ENTERPRISE MASSHOUSING								
	FY06	2Yr (04/05)	FY06	FY06 MBE	Final	Sub- Contractor Payments	Total FY06	Variance
	Disc. Base	Average	Proj. Incr	Benchmark	Expenditures		Expenditures	
MassHousing	\$10,679,926	\$738,886	(\$378,886)	\$360,000	\$266,765	\$85,696	\$352,461	(\$7,539)
TOTAL	\$10,679,926	\$738,886	(\$378,886)	\$360,000	\$266,765	\$85,696	\$352,461	(\$7,539)

MASSHOUSING

CONSTRUCTION
&
DESIGN

**MASSHOUSING
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN EXPENDITURES**

MASSHOUSING						
FY06 CONSTRUCTION EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 EXPENDITURES (Col.3+4)	VARIANCE (Col.5-2)
MassHousing	\$121,466,326	\$30,123,649	\$22,552,823	\$17,723,301	\$40,276,124	\$10,152,475
Total	\$121,466,326	\$30,123,649	\$22,552,823	\$17,723,301	\$40,276,124	\$10,152,475

MASSHOUSING						
FY06 DESIGN EXPENDITURES						
	1	2	3	4	5	6
	FY06 Total Expenditures	FY06 M/WBE Benchmark	MBE Expenditures	WBE Expenditures	FY06 EXPENDITURES (Col. 3+4)	VARIANCE (Col.5-2)
MassHousing	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Total	\$0		\$0	\$0	\$0	\$0

**MASSHOUSING
AFFIRMATIVE MARKET PROGRAM
FY06 EXPENDITURE REPORT
CONSTRUCTION AND DESIGN AWARDS**

MASSHOUSING SUMMARY						
FY06 CONSTRUCTION AWARDS						
	1	2	3	4	5	6
	FY06 Total Total Awards	FY06M/WBE Benchmark	MBE Awards	WBE Awards	FY06 Awards (Col.3+4)	VARIANCE (Col.5-2)
MassHousing	\$191,907,620	\$47,550,125	\$36,058,706	\$29,834,868	\$65,893,574	\$18,343,449
TOTAL	\$191,907,620	\$47,550,125	\$36,058,706	\$29,834,868	\$65,893,574	\$18,343,449

STATEWIDE SUMMARY						
FY06 DESIGN AWARDS						
	FY06 Total Awards	FY06 M/WBE Benchmark	MBE Awards	WBE Awards	FY 02 Awards (Col.3+4)	VARIANCE (Col.5-2)
MassHousing	Not Applicable	Not applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
TOTAL	\$0		\$0	\$0	\$0	\$0

APPENDIX

APPENDIX A

AFFIRMATIVE MARKET PROGRAM BUSINESS ADVISORY BOARD



AMP BUSINESS ADVISORY BOARD

Historical Background:

The Affirmative Market Program (AMP) currently housed at OSD, was established in August of 1996 through Executive Order 390 as signed by then Governor Weld and Lt. Governor Cellucci "Establishing an Affirmative Market Program in Public Contracting". It establishes a policy to promote the award of state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs).

In establishing Executive Order 390 the "Commonwealth has affirmed responsibility to develop and maintain equitable practices and policies in the public marketplace." The hearings and investigations that both the Massachusetts Commission Against Discrimination and the Executive Office of Transportation and Construction conducted produced the documentation necessary to demonstrate the purpose for Executive Order 390. Therefore all executive offices, agencies, departments, boards, and commissions of the Commonwealth are directed to implement the narrowly tailored Affirmative Market Program.

Subject to the approval of the Secretary of Administration and Finance or his/her designee all participating state agencies and authorities shall set annual benchmarks for spending with certified minority- and women-owned businesses. A diverse business community strengthens the economy and is beneficial to all of the citizens of the Commonwealth of Massachusetts.

Mission:

To assist the Commonwealth and its AMP participating entities in maintaining the objectives of Executive Order 390. In doing so, the AMP Business Advisory Board would be responsible for providing input, which would represent the interests of SOMWBA certified vendors. Board involvement would include, but is not limited to, feedback and input in an advisory capacity and through participation in quarterly meetings or as needed.

Purpose:

The Business Advisory Board will make contributions to the program for the purpose of improving performance of AMP targets by the certified vendor community and state entities. The Business Advisory Board will serve the program directors by advising, informing and cultivating a partnership to maximize participation of minority- and women-owned businesses in the state contracting system.

Criteria for Selection:

The Secretary for Administration and Finance, the State Procurement Agent and the Affirmative Market Program Executive Director will nominate potential members of the Board. Business Advisory Board members will be those minority- and women-owned, state-certified businesses participating in the Affirmative Market Program, community based programs whose mission includes the concerns of minority- and women-owned businesses, or other entities that represent the interests of minority- and women-owned businesses. All participants should be familiar with the Affirmative Market Program, Executive Order 390, and the state procurement process.

State certified businesses should maintain in good standing their certification status as mandated by EO 390 and meet all compliance of their certification requirements.

Responsibilities:

All qualified participants will be requested to commit to a one-year membership to the Board to be extended at the discretion of the Executive Director. Board members must commit to:

- Attend quarterly meetings and any other meetings set by program director.
- Perform in the best interest of the AMP.
- Use discretion on matters discussed at meetings.
- Partner with program Executive Directors to assist in AMP agenda and objectives.
- Provide resources, information and advice to AMP directors.
- Maintain knowledge of current procurement regulations and procedures.
- Maintain state certification status, if applicable.
- Perform assigned tasks.

AFFIRMATIVE MARKET PROGRAM BUSINESS ADVISORY 2007

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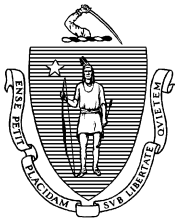
APPENDIX B

EXECUTIVE ORDER 390

***"ESTABLISHING AN
AFFIRMATIVE MARKET PROGRAM
IN PUBLIC CONTRACTING"***

EXECUTIVE ORDER 390

AFFIRMATIVE MARKET PROGRAM IN PUBLIC CONTRACTING



THE COMMONWEALTH OF MASSACHUSETTS
Executive Department
State House Boston 02133
(617) 727-3600

ARGEO PAUL CELLUCCI
GOVERNOR

CHARLES D. BAKER
SECRETARY

By His Excellency

WILLIAM F. WELD
GOVERNOR

EXECUTIVE ORDER NO. 390

ESTABLISHING AN AFFIRMATIVE MARKET PROGRAM
IN PUBLIC CONTRACTING

WHEREAS, The Commonwealth has an affirmative responsibility to develop and maintain equitable practices and policies in the public marketplace;

WHEREAS, a diverse business community strengthens the state economy and is beneficial to all of the citizens of the Commonwealth;

WHEREAS, in 1990, the Massachusetts Commission Against Discrimination conducted hearings and investigations which documented a history of discrimination against minorities and women in the Commonwealth, and in 1994, the Executive Office of Transportation and Construction produced a Disparity Study which documented a history of discrimination against minority and women owned businesses, in which the Commonwealth's agencies were participants;

WHEREAS, this discrimination against minorities and women currently affects the utilization of minority and women owned businesses in state contracting;

WHEREAS, the Commonwealth has a compelling interest in redressing the effects of past discrimination through the utilization of the available and qualified pool of minority and women owned businesses;

NOW, THEREFORE, I, WILLIAM F. WELD, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me as Supreme Executive Magistrate, and Lieutenant Governor ARGEO PAUL CELLUCCI, do hereby order as follows:

Section 1. Declaration of Policy .It is the policy of the Commonwealth to promote equality in the market and, to that end, to encourage full participation of minority and women owned businesses in all areas of state contracting, including contracts for construction, design, goods and services.

Section 2. Affirmative Market Plans. The Commonwealth has a compelling interest in using racial and gender based classifications for the purposes of remedying past discrimination and promoting other, non-remedial objectives such as the delivery of effective human services in the areas of public health, safety and welfare.

Subject to the approval and direction of the Secretary of Administration and Finance, all executive offices, agencies, departments, boards and commissions of the Commonwealth (hereinafter referred to as "Agency" or "Agencies") are hereby directed to implement the narrowly tailored affirmative market program set forth in this Executive Order which shall include race and gender conscious goals where necessary to eliminate disparity between minority or women owned businesses (M/WBEs) and other business entities in the relevant market, defined as the Commonwealth of Massachusetts.

For purposes of this Executive Order, "minority" shall be defined as a permanent resident of the U.S. operating a business within the Commonwealth who is black, Western Hemisphere Hispanic, Asian, American Indian, or Cape Verdean, and a "Minority Business Enterprise" (MBE) as a minority business certified by the State Office of Minority and Women Business Assistance (SOMWBA) or another state Agency. A "Woman Business Enterprise" (WBE) shall be a business certified as such by SOMWBA or another state Agency.

Goals for M/WBE participation in state funded contracts shall be based upon the broadest and most inclusive pool of available M/WBEs capable of performing the contracts and interested in doing business with the Commonwealth in the areas of construction, design, goods and services. SOMWBA, or its successor, shall create and maintain a current directory of certified M/WBEs which will serve as one source of information in determining the pool of available M/WBEs. Goals shall be established by the Secretary of Administration and Finance, or his/her designee, and shall be expressed as overall annual program goals, applicable to the total dollar amount of an Agency's contracts awarded during the fiscal year for each of the Agency's types of contracts. The goals established in Section 1.2 of Executive Order 237 shall remain in effect until revised goals are developed pursuant to this Executive order, which shall occur promptly, but in no event later than January 1, 1997. Goals developed pursuant to this Executive Order shall be revised as necessary for the fiscal year beginning July 1, 1997 and at least every two years thereafter.

The Secretary of Administration and Finance, or his/her designee, shall develop a procedure by which Agencies may, for an individual contract, adjust the goals for M/WBE participation (whether the goals are established pursuant to Executive Order 237 or pursuant to this Executive Order) based upon actual availability, geographic location of the project, the contractual scope of work or other relevant factors.

The Secretary of Administration and Finance, or his/her designee, shall develop a good faith efforts waiver procedure by which Agencies may determine, at any time prior to the award of the contract, that compliance with the goals is not feasible and by which Agencies may reduce or waive the goals for an individual contract.

Recognizing the importance of joint ventures and partnerships involving M/WBEs in increasing the participation of M/WBEs in state contracting, the Secretary of Administration and Finance, or his/her designee, shall develop guidelines and procedures for Agencies to follow in contracting with such entities. Such guidelines and procedures shall seek to encourage the development of joint ventures and partnerships for the purpose of contracting with the Commonwealth.

In connection with the affirmative market program, SOMWBA shall regularly review and, where necessary, modify its certification process to ensure that it operates effectively, and shall report annually to the Secretary of Administration and Finance.

Section 3. Capacity Development. The Massachusetts Office of Business Development (MOBD), or its successor, is hereby designated the state Agency responsible for providing a capacity development program to M/WBEs and other interested businesses seeking to do business with the Commonwealth. The capacity development program shall include, but is not limited to, the following core areas of business development: strategic planning, financial management planning, human resource-management and planning, information technology access and management, and . marketing.

MOBD shall report annually to the Secretary of Administration and Finance on its progress in assisting M/WBEs and other businesses.

Contracting Agencies of the Commonwealth shall supplement the capacity development program provided by MOBD with industry specific assistance, training, education and procurement information.

Section 4. Program Oversight, Enforcement and Reporting Requirements. The Secretary of Administration and Finance shall be responsible for the overall management, monitoring and enforcement of the program established pursuant to this Executive Order. A Program Director shall be designated within the Executive Office of Administration and Finance to assist in program development, coordination and compliance. A Director of Enforcement shall be designated within the Executive Office of Administration and Finance with responsibility for monitoring contract compliance across all Agencies, addressing potential program violations and coordinating Agency enforcement activities with SOMWBA and the Attorney General.

Each Secretary and Agency head shall designate a highly placed individual charged with management of this program. Each Secretary and Agency head may designate such other personnel as they deem necessary to support the implementation, monitoring and enforcement of this program and the coordination of those functions. Each Secretariat shall ensure that Agencies establish, subject to guidelines developed by the Secretary of Administration and Finance or his/her designee, special provisions that serve as governing standards for contract compliance. It is the intention of this Executive Order that the principles underlying the affirmative market program be incorporated into the fabric of general management in state government.

Each Secretariat shall report annually to the Secretary of Administration and Finance on the effectiveness of the program, including a report of the total dollar amounts awarded and actually paid to M/WBEs in all areas of state contracting. The Secretary of Administration and Finance shall report annually, within ten weeks of the issuance of the Annual Financial Report by the Office of the Comptroller, to the Minority and Women Business Enterprise Oversight Committee established by this Executive order and to the Governor.

Section 5.Minority and Women Business Enterprise Oversight Committee. The Secretary of Administration and Finance shall appoint a Minority and Women Business Enterprise Oversight Committee, not to exceed twenty members, which shall assist the Secretary in the implementation of this Executive order. Oversight Committee members shall serve for two year terms, except that in the initial appointments, one half shall be appointed to one year terms, and one half shall be appointed to two year terms. Members may serve a maximum of three (3) full two year terms.

Section 6.Independent Authorities and Public Institutions of Higher Learning. Independent authorities and public institutions of higher learning are encouraged to adopt M/WBE policies and programs consistent with this Executive Order.

Section 7.Sunset Provision. The Executive Office for Administration and Finance shall review the program described in this Executive Order at least every five years. The review shall determine: whether the objectives are being met; whether the conditions giving rise to the Order continue to exist; whether race and gender neutral measures are capable of addressing the effects of discrimination without the other measures specified in the order; and whether the program described in the Order should be modified or sunsetted.

Section 8. Effective Date. With the exception of the goal component of the affirmative market program, as set forth in Section 2 of this Executive order, all provisions of this Executive Order are effective immediately. The goal component of Order 237, as set forth in Section 1.2 of Executive Order 237, shall remain in effect until revised goals - are developed pursuant to Section 2 of this Executive Order, but in no event shall it remain in effect beyond January 1, 1997. All other provisions of Executive Order 237 are hereby immediately revoked.

Given at the Executive Chamber in Boston this 6th day of August in the year one thousand nine hundred and ninety-six.

William F. Weld, Governor
Commonwealth of Massachusetts

Argeo Paul Cellucci, Lieutenant Governor
Commonwealth of Massachusetts

William Francis Galvin
Secretary of the Commonwealth

GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS

APPENDIX C

AFFIRMATIVE MARKET PROGRAM

PROCUREMENT LANGUAGE

AFFIRMATIVE MARKET PROGRAM PROCUREMENT LANGUAGE

AFFIRMATIVE MARKET PROGRAM

Refresh Date: November 1, 2006

This document sets forth the guidance pertaining to the Affirmative Market Program (AMP) for incidental purchases, small procurement and large procurements. The requirement of an Affirmative Market Program (AMP) Plan for large procurements is covered in depth.

Affirmative Market Program for Incidental Purchases

An incidental purchase is defined as a one-time, non-recurring, unanticipated need for commodities and/or services with a total dollar value of up to \$5,000. As authorized under M.G.L. c. 7, s. 22, regulation 801 CMR 21.05(1) recognizes the fact that conducting a competitive procurement for certain types of purchases is neither cost-effective nor an efficient use of administrative and staff resources. Therefore, to maximize available resources, encourage best value in purchasing practices and support timeliness, some purchases may be considered incidental in nature. Pursuant to Executive Order 390, agencies should always consider using SOMWBA certified Minority- and Women-Owned Business Enterprises (M/WBE) for incidental purchases. A listing of SOMWBA certified businesses is located at www.mass.gov/somwba. These purchases would assist the agency in reaching their annual Affirmative Market Program benchmarks.

Affirmative Market Program Requirement for Small Procurements

Departments must include at least one SOMWBA certified M/WBE firm (if available for the commodity or service being procured) when distributing the RFR for a small procurement (greater than \$5,000 and equal to or less than \$50,000) if it is not posted on Comm-PASS. To meet this requirement, departments must coordinate their procurement efforts with their Affirmative Market Program Coordinators.

Note: The requirement to include one M/WBE in the distribution if the RFR is posted on Comm-PASS is waived because all M/WBEs have the opportunity to view and respond to the RFR.

These steps are recommended:

- Include the department's AMP Coordinator in the selection of the bidders and the bidding process.
- When sending the RFR to the minimum three bidders, use the SOMWBA certified business list at www.mass.gov/somwba or the OSD-AMP statewide contract certified vendor list at www.mass.gov.amp to obtain the required M/WBE candidate.
- Include the *Affirmative Market Program (AMP) Plan Form* (described in this document) in the RFR. Although this form is not required for small procurements, it can be a productive tool to inform bidders about the Commonwealth's commitment to the Affirmative Market Program.
- When evaluating the response, consider the certification status of the bidder (if the procuring agency has completed thorough research to identify patterns of inequality) as agencies pursue opportunities for meeting benchmarks.

Affirmative Market Program Requirement for Large Procurements

An Affirmative Market Program (AMP) Plan is required for large procurements. Although strongly encouraged for small procurements as well, submission of an AMP Plan is mandated only for large procurements over \$50,000. To assist and encourage bidders' participation in the Affirmative Market Program (AMP), the plan

must be evaluated at 10% or more of the total evaluation. The department has the discretion to require at least two or more components of the AMP Plan (subcontracting, growth and development, ancillary uses, past performance, or other creative initiatives) in order for a bidder to receive total scoring. Departments may award additional points (5% or more) to SOMWBA certified bidders, provided it has concluded, through documented research, that there is an under-utilization of and discrimination against M/WBEs in the procurement area, as evidenced by a disparity study, and that the department has crafted a narrowly tailored plan aimed at correcting any detected disparity. Reference materials that could be included in the research include department historical use of M/WBEs in the commodity or service being procured, utilization studies, availability analysis, public hearings and other anecdotal evidence that documents a history of under-utilization of and discrimination against M/WBEs.

The following sections contain Affirmative Market Program (AMP) Plan guidance, including planning, exemptions, plan components, evaluation, negotiations, implementation and monitoring. They also include guidance for setting benchmarks, a sample plan and evaluation information.

Planning for the Affirmative Market Program Plan in a Procurement

Agencies are directed to implement a narrowly tailored AMP. The following steps are important considerations when developing AMP language in an RFR:

- Include AMP Coordinators or their designees as PMT participants or advisors.
- Research the SOMWBA certified vendor pool availability, industry capacity and climate.
- Determine an appropriate AMP approach.
- Require a formal Affirmative Market Program Plan from all bidders (for large procurements).
- Identify compliance and reporting methodologies.
- Determine how the AMP Plan will be evaluated (10% of the total evaluation is the required minimum for large procurements).
- Include additional weight of 5% **or more** for SOMWBA certified businesses if an agency has determined through documented research that a disparity exists and that additional weight would correct this disparity.
- Negotiate the AMP Plan with the selected bidders before contract signing.

Note: A copy of EO390 is attached to this document. In addition, a directory of SOMWBA certified firms is available via the Internet at www.mass.gov/somwba. A Minority Business Enterprise (MBE) or a Woman Business Enterprise (WBE) is defined as a business that has been certified as such by the State Office of Minority and Women Business Assistance (SOMWBA).

Minority- and Women-Owned firms that are not currently SOMWBA certified but would like to be considered as an M/WBE for an RFR should apply for certification. An application is available, and should be filed with SOMWBA in order to be considered as such during the evaluation process. Documentation of having applied for SOMWBA certification must be included as part of the bidder's response. For further information on SOMWBA certification, contact the State Office of Minority and Women Business Assistance at (617) 973-8692 or via the Internet at www.mass.gov/somwba. Other resources are available to M/WBE firms that may qualify for SOMWBA certification at www.mass.gov/amp.

Guidelines for AMP Plan Exemptions

Although submission of an AMP Plan is required for all procurements over \$50,000, OSD recognizes that there may be unique circumstances whereby a PMT or AMP Coordinator may need to exercise some discretion in implementing this requirement. Examples of this might include procurements that result in the establishment of "qualified lists" of contractors, or in those cases where a significant number of small or individually owned and operated businesses are expected to respond to a solicitation. In these cases the PMT may determine that requiring a prospective commitment to a percentage or fixed dollar amount through subcontracting or ancillary

arrangements at the onset of the contract might discourage bidders from responding. OSD does not expect that this will happen often, but where the PMT or AMP Coordinator believes this to be the case, it may exercise some discretion in AMP Plan implementation. The PMT or AMP Coordinator may request a waiver in writing to the AMP office in those cases where a bidder can clearly document that requiring submission of an AMP Plan would present a hardship and would impede their participation in any contracting opportunity. The AMP office will respond to all waiver requests within 10 working days.

If an AMP waiver is approved and a contract signed with the bidder, all parties, including the contractor(s) identified in the waiver, the AMP coordinator and the PMT, must agree to work toward implementing a contractor specific AMP Plan during the life of the contract. The AMP director or designee may follow up periodically with agencies that have received waivers for an update and to assess the progress in implementing the plan.

Components of an Affirmative Market Program Plan (Including Options)

While agencies have flexibility in determining what to request and require in an Affirmative Market Program Plan, it is the agency's responsibility to develop an approach that will result in each agency meeting its annual AMP benchmarks. When drafting the AMP Plan, agencies should determine, based on the scope of the contract and "best value" practices, the components of the AMP Plan required in a bidder's response. Agencies should keep in mind that building M/WBE capacity within all industries will allow for a larger pool of qualified bidders in the future.

The AMP RFR methodology used here is a guideline meant to address items in an AMP Plan. It should be adapted to fit the specific needs of each RFR and contract. Higher evaluation points should clearly be awarded to AMP Plans that show more initiatives, use of certified vendors in the primary industry (defined as the industry directly related to the specified contract), subcontracting expenditure commitments and partnerships for the purpose of contracting with the Commonwealth of Massachusetts.

Agencies have the flexibility to select all or some of the following components for inclusion in the required AMP Plan:

- Subcontracting: Bidders may be asked to include expenditure (benchmark) commitments and copies of subcontracting agreements (which are required, please see the *AMP Plan Form*), Memorandums of Understanding or otherwise binding commitments between the bidder and certified M/WBE firms.
- Growth and Development: Bidders may be asked to submit a plan (benchmark or commitment) for education, training, mentoring, resource sharing, joint activities, and assistance in attaining SOMWBA certification that would increase industry capacity and the pool of qualified SOMWBA certified companies. Other creative initiatives should be encouraged under this option.
- Ancillary Uses of Certified M/WBE Firm(s): Bidders may be asked to include expenditures (benchmark or commitment) for use of certified M/WBE firm(s) with or without the use of written commitments between the bidder and M/WBE firm(s). A description of the ancillary uses of certified M/WBEs, if any, must be in the AMP Plan Form.
- Past Performance: Bidders may be asked to include information on past expenditures with certified M/WBEs for the previous two years.
- Additional Incentives/Other: Agencies are encouraged to include additional incentives for bidders to commit to at least one SOMWBA certified MBE and at least one certified WBE in the submission of their AMP Plans.

Negotiations of the AMP Plan Before Contract Signing

Prior to signing a contract, agencies may negotiate a benchmark or target for spending with SOMWBA certified

M/WBEs for the duration of the contract, but only to increase what was committed in the original response.

- This benchmark should be based on a reasonable and verifiable methodology within the context of their projected revenues (if available) for the new contract, the bidder's past history with M/WBE firms (if applicable), actual availability of certified M/WBEs, geographic location of the project, scope of contractual work and/or other relevant factors.
- This benchmark is a commitment by the bidder. This negotiation will **not** result in an increase in the evaluation scores for bidders. It is in the best interest of bidders to propose a comprehensive AMP Plan with their original proposal since AMP Plan evaluation scores will be based on the original proposals with possible clarifications and BAFOs (Best and Final Offer), if used.
- For bidders who have previously done business with SOMWBA certified M/WBEs, negotiations will include consideration of the bidder's expenditures with M/WBEs for the past two years and projected increases with available SOMWBA certified M/WBEs for the new contract.

The AMP Plan Implementation

Agencies need to develop their own deliverables for AMP Plan implementation. The overall goal is the successful partnering between private businesses, certified vendors and the Commonwealth of Massachusetts to participate in the Affirmative Market Program.

- The PMT, AMP Coordinator or contract manager will set timelines for progress reviews for the purpose of compliance and tracking of the contractor's benchmark. Reviews will be conducted (either quarterly or semi-annually) as determined by the PMT, AMP Coordinator or contract manager. The importance for maintaining such scheduled reviews is to proactively address any issues or difficulties in a timely manner during the contract. This would allow the opportunity to set a strategic plan for M/WBE use with the contractor prior to the annual review to ensure a positive outcome of benchmark evaluations. All progress review documentation must be included in the department's procurement file.
- Contractors may be required to show gross revenues on the contract, expenditures with M/WBE firms, copies of checks to M/WBE subcontractors, current worker's compensation contributions, current unemployment insurance documentation and other information to verify progress in meeting the benchmarks. In those cases where AMP Plan commitments were proposed in a bidder's response based on expected Commonwealth revenues, and the level of Commonwealth spending is less than projected, adjustments will be considered accordingly during the contract review period. Bidders should be advised of this possibility in the RFR so as not to discourage their interest and participation in Commonwealth solicitations. Contractors should report any difficulties in meeting AMP Plan commitments to the contract manager, PMT or AMP Coordinator as soon as they occur.
- Benchmarks will be evaluated every year on the contract anniversary date or at the time of contract renewal.
- Compliance with the AMP Plan is a contractually required, material condition of the contract.

Guidelines for Monitoring and Enforcing Compliance of the AMP Plan

The Executive Office for Administration and Finance (ANF) and the Operational Services Division (OSD) jointly issue the AMP portion of the RFR for use by agencies. It is the expectation that all parties act in good faith in the execution of this AMP policy. The prime contractor should immediately communicate any difficulties relative to compliance with AMP requirements to the contract manager, PMT or AMP Coordinator. Once the contract manager, PMT or AMP Coordinator has had an opportunity to make an assessment of the circumstances and issues involved, appropriate measures will be taken to address any concerns or issues of non-compliance for all parties involved. A contractor may be considered out of compliance with the AMP Plan under

certain conditions including, but not limited to, the following:

- The timeline of the benchmark is not met;
- The AMP form(s), verification(s) of certification or verification of expenditures with M/WBEs are materially incomplete by the due date or are otherwise not submitted in accordance with the contract requirements; and/or
- There is any change in or substitution to identified M/WBEs without prior notification to and approval of the contract manager or AMP Coordinator.

If the contractor or subcontractor is not in compliance with the terms agreed to in the AMP Plan, the contract manager or AMP Coordinator should work closely with the contractor to resolve any outstanding issues. This may involve informal discussions with the contractor about the specific AMP related problem and include a meeting with the contractor to discuss the issue. The contractor shall provide information as is necessary in the judgment of the contract manager, PMT or AMP Coordinator to ascertain its compliance with the terms agreed to in the AMP Plan.

If no resolution occurs and the problem continues, more formal steps should be taken, including the following:

1. Send written notice to the contractor from the contract manager, PMT or AMP Coordinator describing the problem, proposed solution and response time required. Send a copy of the notice to the PTL and OSD, if applicable.
2. Conduct follow-up meetings with the contractor.
3. Initiate formal corrective action plans with written notice from the procuring agency or OSD, as appropriate, if no resolution has occurred at this point.
4. Review invoices upon receipt for the purpose of determining whether to reject said invoices. Any rejected invoices will be returned with a written explanation for its rejection. This may occur at any time during the period of non-compliance with the AMP Plan (depending upon agency-established internal control procedures, the contract manager, PMT or AMP Coordinator and in conjunction with the responsible accounts payable person). Upon notice to the contractor, an agency may suspend a contract until a contractor has resolved the AMP non-compliance. An agency may also impose a penalty fee, upon notice, if it has statutory authority and has specified the potential for a penalty in the RFR.
5. Refer the matter to the agency's legal counsel if a contractor's poor performance in meeting their AMP Plan benchmarks is serious enough to suggest contract termination, debarment or other actions.

The contract manager, PMT or AMP Coordinator should maintain sufficient documentation of all written or verbal communication to support the actions taken to resolve any non-compliance issues with the AMP Plan.

Setting Benchmarks

- To assist agencies in establishing reasonable and realistic AMP benchmarks in each contract, the following formula may be helpful. It is at the discretion of the contract manager to decide which methodology best meets his/her needs according to the specific RFR.

Prior Two Year Average M/WBE Expenditures (If Applicable)	+	Projected Additional Expenditures With M/WBE (For Each Year of the Contract)	=	M/WBE Benchmark (For Each Year of the Contract)
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- When both MBEs and WBEs are included in a bidder's AMP response, a separate benchmark should be submitted for each in order to track M/WBE usage and spending separately.
- Benchmarks are expected to increase yearly when factors allow.

- For bidders that have not previously done business with SOMWBA certified Minority- and Women-Owned Businesses (M/WBEs), benchmarks should be negotiated based on vendor pool availability of certified M/WBEs, the total contract amount, M/WBE availability, geographic location of the project, scope of contractual work or other relevant factors.
- Bidders should be encouraged to research available SOMWBA certified M/WBE vendor pools.
- The Contract Manager or Affirmative Market Coordinator will set timelines for progress reviews for the purpose of compliance and tracking of contractor's benchmark (either quarterly or mid-year). Reports from contractors will be required to show gross revenues on the contract and expenditures with certified M/WBE firms to verify progress in meeting the benchmarks. Benchmarks will be evaluated every year at the anniversary date or at the time of contract renewal.

Sample Affirmative Market Program (AMP) Plan Form

OSD has developed the attached sample *Affirmative Market Program (AMP) Plan Form* for use by agencies when issuing RFRs over \$50,000. Use of this specific form is not required; agencies have the flexibility to develop their own forms to capture and evaluate the AMP Plans submitted by bidders. If alternative forms are developed, the following information should, at a minimum, be requested:

- A separate AMP Plan Form for each MBE/WBE with each bidder's response to document the requirements and assist in the evaluation.
- Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of SOMWBA certified M/WBE firms proposed within each AMP Plan.
- A description of each business relationship to be established and how the proposed relationship(s) will result in increased participation of SOMWBA certified M/WBEs in the delivery of commodities and services to the Commonwealth.
- The actual dollar amounts (benchmarks) or percentage of total funds, to be spent with each SOMWBA certified MBE and/or WBE firm in each twelve-month period related to the contract (if the contract duration is for more than one year). The contract manager, PMT or AMP Coordinator can request a bidder to submit a benchmark committing to an actual dollar amount or percentage of total funds.
- The actual dollar amounts spent with each MBE and/or WBE firm in the last 2 years (if applicable).
- A copy of the current SOMWBA certification letter or verification of the application that was submitted to SOMWBA for each MBE or WBE firm.

AFFIRMATIVE MARKET PROGRAM (AMP) PLAN FORM



Affirmative Market Program Commonwealth of Massachusetts

Pursuant to *Executive Order 390*, any contract with a potential financial benefit of \$50,000 or more requires a bidder to complete applicable sections of this form and include the required attachments for consideration in the scoring of their submission for any contracting opportunity with the Commonwealth of Massachusetts.

Bidders must submit one form for each M/WBE AMP Relationship.

Bidder Name:	
RFR Name/Title:	RFR Number:
Contact Name:	
Phone: () -	Fax: () -
Email address:	
Company Address:	
Is bidder SOMWBA certified? N/A <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Applied for certification <input type="checkbox"/>	

Affirmative Market Program Partner (not bidder)

M/WBE Contact Name:	
M/WBE Company Name:	M/WBE Company Address:
M/WBE Telephone:	M/WBE Email:

AMP Partner's SOMWBA Certification Status. Please Check Only One Per Form:

MBE ☐ WBE ☐ M/WBE ☐ M/W Non Profit ☐ Applied for certification ☐

Certification Expiration Date (copy of certification letter must be attached):

Check type of business relationship here that applies to AMP Partner and complete appropriate section below (1-5):

- ☐ 1. Subcontract: include verification of expenditure commitments and written agreement.
- ☐ 2. Growth & Development: enclose plan for education, training, mentoring, resource sharing, other initiatives.
- ☐ 3. Ancillary: submit verbal or written expenditure commitments.
- ☐ 4. Past Performance: credit for past expenditures with certified M/WBEs (for previous 2 years).
- ☐ 5. Additional Creative Initiatives: further use of at least one certified MBE and one WBE AMP Partner.

1. Please complete this section ONLY if the business relationship is Subcontract (as defined within the

scope of the RFR):

Note: All Subcontracting Partnerships **require** a written agreement between bidder & M/WBE that includes a description of all commodities or services to be acquired from subcontractor and to be presented as part of the AMP Plan submission. It is required that bidders commit a specific dollar amount or a minimum percentage of dollars earned through an awarded contract.

Committed Expenditures or Percentage Year 1:
Committed Expenditures or Percentage Year 2:
Committed Expenditures or Percentage Year 3:
Committed Total Expenditures or Percentage For All Years In the Contract

2. Please complete this section ONLY if the business relationship is Growth & Development:

Note: Bidders should provide a narrative here that describes your approach in building the capacity of the M/WBE, including deliverables or measurable outcomes and anticipated dates of completion which can be validated during the contract. (Attach additional pages as necessary):

3. Please complete this section ONLY if the business relationship is Ancillary:

Note: Bidders should provide a description of commodities or services Ancillary AMP Partner will provide (continue on additional pages as necessary):

Committed Expenditures: Year 1: \$
Committed Expenditures: Year 2: \$
Committed Expenditures: Year 3: \$
Committed Total Spend for Use in Contract:
Description of commodities/services to be provided by Ancillary Partner:

4. Please complete this section for consideration ONLY relating to Past Performance (or historical spending with certified M/WBEs within the last 2 years):

List Name (s) of Certified M/WBE Vendor (s):	
Circle Certification Status of Vendor (s): MBE WBE M/WBE MNPO WNPO	
Description of all expenditures for commodities or services (attach additional pages as necessary):	
Reporting Year:	Total Expenditure:
Reporting Year:	Total Expenditure:

5. Please complete this section for consideration ONLY relating to any Additional Incentives:

Please provide a description of any current creative approaches to partnering with certified businesses (attach additional pages as necessary):

Certification: I hereby certify under the pains and penalties of perjury that the information above is correct, to the best of my knowledge:

Signature of Authorized Signatory of Bidder:	Date: / /
Print Name:	
Title:	
Business Name:	Business Address:

Evaluation of the AMP Plan

An agency's evaluation of the AMP Plan should be based primarily on how well it demonstrates the development and strengthening of Minority and Women Business Enterprises (M/WBEs) within the service area defined by the RFR. Participation of M/WBEs should be considered a "best value" criterion in the procurement process. The following are recommendations or guidelines that can be used as an evaluation tool and adapted to your RFR. You can make your own RFR/Evaluation components or choose other components and scores that best suit the industry and types of contractors the PMT has targeted for the contract. Thoughtful discussions within the PMT and with the AMP Coordinators will provide the best components in the AMP Plan for the particular procurement.

OSD has developed this sample evaluation grid for the AMP by component options, which includes definitions, information to request from bidders and other helpful information. Agencies should make their own evaluation-scoring sheet based on the AMP components selected for that particular RFR. Scores may be based on a poor, fair, good, very good or excellent rating, on a mathematical formula or other scoring methodology.

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
1. Subcontracting with SOMWBA certified businesses	An individual, business, or organization that is SOMWBA certified and has a contract or formal written agreement to provide services and/or commodities to a Commonwealth contractor.	<ul style="list-style-type: none"> Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of SOMWBA certified M/WBE firms proposed within the AMP Plan. A description of each business relationship to be established, e.g. how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified subcontractors. The actual dollar amounts (benchmark), to be spent with each SOMWBA certified MBE and/or 	Using a subcontracting approach in an AMP Plan works best when there is an available pool of qualified M/WBEs. These may be newly incorporated or developing companies that might not be in a position to compete as a prime contractor but could be a valuable subcontracting partner. Subcontractor participation should be based on the broadest and most inclusive available pool of M/WBEs. The services provided via the subcontract will be directly related to the scope of the contract. Agencies should consider and plan for how subcontracting information will be reported by the prime contractor throughout the	PMTs or AMP Coordinators should rate the bidders' responses based on the commitments made in their AMP Plan. Additional weight should be given to the responses that are proposing the greatest dollar commitment to certified M/WBEs through subcontract agreements and to those responses that commit to at least one certified MBE and one certified WBE.

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
		WBE firm during the life of the contract.	contract duration. Agencies can identify potential subcontractors by using the SOMWBA certified business list at www.mass.gov/somwba or the AMP statewide contract certified vendor list at www.mass.gov/amp .	
2. Growth and Development	A plan that addresses the education, training, mentoring, resource sharing, joint activities and general assistance, provided to M/WBEs, that will result in increased capacity in a specific industry and increases the pool of qualified SOMWBA certified companies.	<ul style="list-style-type: none"> Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of M/WBE firms seeking SOMWBA certification proposed within the AMP Plan. A description of each business relationship to be established, e.g., how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified subcontractors. 	<p>Using a growth and development approach in an AMP Plan works best when there are little or no documented SOMWBA certified companies available to do business with the Commonwealth. This approach may be of particular value to the Commonwealth when an explicit outcome of the procurement is to begin to develop certified SOMWBA capacity within a specific geographic area or within a specific service type. Agencies should consider and plan for how growth and development information will be reported by the prime contractor (bidder) throughout the contract duration.</p> <p>A good example of this type of approach would be a procurement that requires bidders to either:</p> <ol style="list-style-type: none"> Show capacity development through measurable increases in the number of certified M/WBEs within a specified area or within an industry. Document steady and significant growth in the annual revenue of certified M/WBEs as a result of mentoring, subcontracting arrangements, joint ventures or other approaches. 	PMTs or AMP Coordinators should rate the bidders' responses based on the commitments made in their AMP Plan. If growth and development activities are one of several AMP options required in the AMP Plan, the PMT should weight the criteria based on the desired result or best value. If the target is increased Commonwealth spending with certified M/WBEs immediately, then subcontracting commitment should be weighted more

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
			Agencies may elect to encourage bidders to include those expenditures with M/WBEs which may not have been certified during the past two years if these M/WBEs are currently undergoing the SOMWBA certification process. Bidders would be required to submit documentation of this process and any assistance they have provided to their Minority- and Women-Owned businesses in achieving certification status.	heavily than growth and development. If, however, the goal is to develop and increase sustainable, long-term relationships and growth, then growth and development initiatives should receive the heaviest weighting. Additional weight should also be given to the responses that are proposing the greatest dollar commitment to certified M/WBEs through growth and development activities and to those responses that commit to at least one certified MBE and one certified WBE.
3. Ancillary Service/Purchase Agreements with SOMWBA	Any use of a SOMWBA certified M/WBE with or without a written agreement. Ancillary	<ul style="list-style-type: none"> Names, addresses, phone numbers, fax numbers, email addresses, and contact persons of 	Using an ancillary approach in an AMP Plan works best where there are limited opportunities to directly subcontract a portion	PMTs or AMP Coordinators should rate the bidder's response based on

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
certified businesses	services are generally not directly related to the core services or commodity being delivered. As an example, a bidder providing counseling services who purchases office supplies or equipment maintenance from a SOMWBA certified company is an example of an ancillary agreement.	<p>SOMWBA certified M/WBE firms proposed within the AMP Plan.</p> <ul style="list-style-type: none"> • A description of each business relationship to be established, e.g., how the proposed relationship(s) will result in increased business and revenue to SOMWBA certified businesses. • The actual dollar amounts (benchmark), to be spent with each SOMWBA certified MBE and/or WBE firm during the life of the contract. 	<p>of the services or commodities required under the contract but there is a sufficient pool of SOMWBA certified businesses to provide services or commodities that support the general operation of the bidder. This approach may be combined with other AMP options and may be used when the primary contractor (bidder) is looking for creative initiatives for use of certified vendors. Agencies should consider and plan for how ancillary agreement information will be reported by the prime contractor (bidder) throughout the contract duration.</p> <p>A good example of this approach is when a bidder wants to improve the local economy by building partnerships with certified vendors or a bidder wants to purchase goods and services from certified vendors in its local area that ultimately will increase Commonwealth vendor pools, capacity and community development.</p>	the commitments made in its AMP Plan. This item may help insure that the bidder's efforts are not focused primarily on one M/WBE and that maximum utilization is considered. A relatively small amount of the evaluation scoring may be appropriate here.

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
4. Past Performance	A bidder's expenditures with SOMWBA certified MBEs and/or WBEs within the past two years.	<ul style="list-style-type: none"> Names, addresses, phone numbers and contact persons of SOMWBA certified M/WBE firms with which the bidder has done business in the last 2 years. The actual dollar amounts spent with each MBE and/or WBE firm in the last 2 years (if applicable). 	<p>Using past performance history may be an excellent indicator of a bidder's commitment to AMP objectives. PMTs or AMP Coordinators could rate the bidders based on past business with SOMWBA certified M/WBEs. This may help ensure the bidders take the time to provide accurate M/WBE expenditures with their proposal. This in turn provides the basis for a realistic benchmark.</p> <p>Agencies may elect to encourage bidders to include those expenditures with M/WBEs which may not have been certified during the past two years if these M/WBEs are currently undergoing the SOMWBA certification process. Bidders would be required to submit documentation of this process and any assistance they have</p>	A relatively small amount of the evaluation scoring may be appropriate here but there should be some positive weight given for past year commitments.

AMP Component Option	Definition	Bidder Submission Should Include	Additional Information	Considerations for Evaluation
			provided their Minority- and Women-Owned business in achieving certification status.	
5. Additional Incentives/Other	In addition, agencies are encouraged to include further incentives for bidders to commit to at least one SOMWBA certified MBE and at least one SOMWBA certified WBE in each AMP Plan.	<ul style="list-style-type: none"> • A description of bidder capacity or use of these M/WBEs should be included in the AMP Plan. • A description of the type of business relationship to be established, e.g. how the proposed relationship(s) will result in increased business opportunities and revenue to SOMWBA certified or eligible contractors. 	Including this approach in an AMP Plan allows for creativity in the inclusion of at least one Minority-Owned and one Women-Owned business in the submission of an AMP Plan. This approach will also assist in ensuring equitable outreach by bidder to both types of certified businesses.	PMTs or AMP Coordinators should rate the bidder's response based on the commitments made in their AMP Plan. This item may help insure that the bidder's efforts are not focused primarily on only one certified vendor and that consideration is given to all possible partnerships. A relatively small amount of the evaluation scoring may be appropriate here.

APPENDIX D

AFFIRMATIVE MARKET PROGRAM COORDINATOR JOB DESCRIPTION

AFFIRMATIVE MARKET PROGRAM COORDINATOR JOB DESCRIPTION

1. Develops and coordinates the agency's Affirmative Market Program (AMP) objectives pertaining to expenditures with Minority and Women Business Enterprises (M/WBE) in the areas of goods, services, construction and design; and monitors contract and procurement language in order to ensure effective operation and compliance with Executive Order 390. Initiates and follows through on any necessary remedial actions for compliance.
2. Establishes benchmark objectives for agency or department based on the average of the previous two years of M/WBE expenditures added to the projected annual increase.
3. Secures approval of fiscal benchmark objectives (targets) from the agency head, and coordinates with the chief financial officer on the distribution of the goals to the appropriate managers and staff.
4. Maintains a current list of ready and willing SOMWBA certified vendors available to contract with state entities. Distributes the list and immediately notifies appropriate managers and staff of any changes.
5. Regularly monitors the SOMWBA and Comm-PASS web pages for updates and instructs appropriate managers and staff on how to use these resources.
6. Provides resources, information and guidance to appropriate managers and staff regarding AMP mandates.
7. Maintains knowledge of current procurement language, regulations and procedures, including those issued by the Operational Services Division (OSD) relating to the Request for Response (RFR) process.
8. Provides regular written reports to upper management on AMP activity, highlighting year-to-date progress toward meeting or exceeding benchmark objectives.
9. Develops, oversees, and coordinates the data-gathering and data-analysis systems necessary to produce reports required by Executive Order 390.
10. Develops a department narrative for the AMP Secretariat Coordinator to be incorporated as part of the Secretariat Narrative and included in the AMP's Annual Report, including data that measures performance against stated goals and objectives.
11. Actively participates in all AMP related activities throughout the fiscal year including but not limited to monthly Coordinators' meetings.

CABINET SECRETARIAT COORDINATORS:

12. Supervises AMP Coordinators of agencies that fall under their Executive Office including the establishment of the structure and timing of regular written reports that measure the agencies' performance toward meeting established benchmark objectives.
13. Prepares the annual AMP narrative for the Executive Office that consolidates the narratives of the secretariat's agencies, and includes research and analysis evaluating each agency's performance based upon their benchmark achievement. Identifies secretariat wide barriers and makes recommendations to appropriate agency staff and AMP directors.

APPENDIX E

AFFIRMATIVE MARKET PROGRAM STATEWIDE COORDINATOR CONTACT LIST

**Affirmative Market Program
Statewide Coordinator
FY07 Contact List**

OFFICE OF THE GOVERNOR							
Office of the Governor					Tel	Fax	Email
Terry Dolan	State House, Room 106	Boston	MA	02133	617-725-4040	617-725-4042	Theresa.Dolan@gov.state.ma.us
Christopher Williams	State House, Room 106	Boston	MA	02133	617-725-4040	617-725-4042	Christopher.Williams@gov.state.ma.us
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE							
Administrative Law Appeals							
Brenda DiCesare	133 Portland Street, 3rd Floor	Boston	MA	02114	617-727-7060	617-727-7248	brenda.dicesare@state.ma.us
Appellate Tax Board							
Carl Benanti	100 Cambridge Street, Suite 200	Boston	MA	02114	617-727-3100	617-727-6234	carl.benanti@state.ma.us
Pat Golson	100 Cambridge Street, Suite 200,	Boston	MA	02114	617-727-3100	617-727-6234	pat.golson@state.ma.us
Bureau of State Office Buildings							
Patrick S. Reed	State House, Room 1	Boston	MA	02133	(617)727-1100 x 24131	(617)727-2576	Patrick.Reed@state.ma.us
Civil Service Commission							
Medes Diaz	One Ashburton Place, Room 503	Boston	MA	02108	617-727-2293	617-727-7590	Medes.Diaz@state.ma.us
Department of Revenue							
Joe Bellofatto	100 Cambridge Street, 6th Floor	Boston	MA	02114	617-626-2808	617-626-3599	bellofatto@dor.state.ma.us
Disabled Persons Protection Commission							
Audrey Drinan	50 Ross Way	Quincy	MA	02169	617-727-6465	617-727-6469	Audrey.Drinan@state.ma.us
Division of Capital Asset Management (DCAM)							
Susan Goldfischer	One Ashburton Place, Rm. 1500	Boston	MA	02108	617-727-4050	617-727-5363	susan.goldfischer@state.ma.us
Ripton Rowe	One Ashburton Place, Rm. 1500	Boston	MA	02108	617-727-4050	617-727-5363	ripton.rowe@state.ma.us
James McClain	One Ashburton Place, Rm. 1500	Boston	MA	02108	617-727-4053 x 409	617-727-5363	james.mcclain@state.ma.us
Executive Office for Administration and Finance							
Lucy Colon	State House, Room 372	Boston	MA	02133	617-727-2040	617-727-2050	Lucy.Collin@state.ma.us
Karen Dillard	State House, Room 272	Boston	MA	02133	617-727-2081 x35402	617-727-2050	Karen.Dillard@state.ma.us
George Fingold Library							

Joanne Swirbalus Group Insurance Commission	State House, Room 341	Boston	MA	02133	617-727-2592	617-727-5819	joanne.swirbalus@state.ma.us
Anne McKenzie Human Resources Division	Hurley Building, 19 Staniford St.	Boston	MA	02114	617-727-2310 x 7021	617-227-5181	Anne.Mckenzie@gic.state.ma.us
Christine Scott	One Ashburton Place, Room 203	Boston	MA	02108	617-727-3555	617-727-1175	christine.scott@hrd.state.ma.us
Michael Chandrankunnel Information Technology Division	One Ashburton Place, Room 301	Boston	MA	02108	617- 878-9849	617-727-1175	Michael.Chandrankunnel@hrd.state.ma.us
Annemarie Kates Massachusetts Commission Against Discrimination	One Ashburton Place, Room 801	Boston	MA	02108	617-626-4437	617-727-3766	Annemarie.kates@state.ma.us
Elizabeth Forman Massachusetts Developmental Disabilities Council	One Ahsburton Place, Room 601	Boston	MA	02108	617-994-6000	617-994-6189	melanie.louie@state.ma.us
Craig Hall Massachusetts Office on Disability	1150 Hancock St., Suite 300, 3rd Flr.	Quincy	MA	02169	617-770-7676 ext. 106	617-770-1987	craig.hall@state.ma.us
Michael Dumont Educational Quality and Accountability	One Ahsburton Place, Room 1305	Boston	MA	02108	617-727-7440	617-727-0965.	michael.dumont@modi.state.ma.us
Tashi Pique Office of the State Comptroller	One Ashburton Place, Room 1403	Boston	MA	02108	617-727-2398	617-727-2050	Tashi.Pique@massmail.state.ma.us
Cliff Burke	One Ashburton Place, 9th Floor	Boston	MA	02108	617-973-2669	617-727-2163	Clifford.Burke@osc.state.ma.us

EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

Operational Services Division							
Elaine LaMonica	One Ahsburton Place, Room 1017	Boston	MA	02108	617-720-3379	617-727-4527	Elaine.Lamonica@osd.state.ma.us
Public Employee Retirement Administration Commission							
Virginia Barrows	5 Middlesex Avenue, 3rd Floor	Somerville	MA	02145	617-666-4446	617-628-4002	Vibarrows@per.state.ma.us.
Caroline Carcia	5 Middlesex Avenue, 3rd Floor	Somerville	MA	02145	617-666-4446	617-628-4002	Ccarcia@per.state.ma.us
Teachers' Retirement Board							
Maryellen Osborne	One Charles Park	Cambridge	MA	02142	617-679-6815 617-679-MTRS	617-679-1661	maryellen.osborne@trb.state.ma.us
Richard Steele	One Charles Park	Cambridge	MA	02142	(6877)	617-679-1661	richard.steele@trb.state.ma.us

EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS

Department of Agricultural Resources

Michael Rock	251 Causeway Street, Suite 500	Boston	MA	02114	617-626-1716		Michael.Rock@massmail.state.ma.us
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Department of Conservation and Recreation (includes Division of Urban Parks and Recreation, Division of Water Supply Protection, and Division of State Parks and Recreation)

Willie Brown	251 Causeway Street, Suite 600	Boston	MA	02114	617-722-5227	617-727-7336	Willie.Brown@state.ma.us
Vincent Micozzi	251 Causeway Street, Suite 600	Boston	MA	02114	617-626-1273	617-626-1449	Vincent.Micozzi@state.ma.us

Department of Fish and Game

Brian M. Kelter	251 Causeway Street 4th	Boston	MA	02114	617-626-1555	617-626-1505	brian.kelter@state .ma.us
Eileen Goldberg	251 Causeway Street 4th	Boston	MA	02114	617-626-1546	617- 626-1505	eileen.goldberg@state.ma.us

Environmental Protection (DEP)

YitLing Slayman	One Winter Street	Boston	MA	02108	617-556-1178	617-556-1049	Yitling.Slayman@state.ma.us
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Executive Office of Environmental Affairs

John McMillen	100 Cambridge Street, 9th Floor	Boston	MA	02114	617-626-1189	617-626-1084	John.McMillen@massmail.state.ma.us
Sandra Bachman	100 Cambridge Street, 9th Floor	Boston	MA	02114	617-626-1188	617-626-1084	Sandra.Bachman@massmail.state.ma.us
Audrey Monaco	100 Cambridge Street, 9th Floor	Boston	MA	02114	617-626-1141	617-626-1084	Audrey.Monaco@state.ma.us

State Reclamation Board

Alisha Bouchard	251 Causeway Street, Suite 500	Boston	MA	02114	617-626-1715		Alisha.Bouchard@massmail.state.ma.us
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EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**Office of Elder Affairs**

	One Ashburton Place, Rm. 517	Boston	MA	2108	617-222-7404	617-727-9368	
William Sheridan							William.Sheridan@state.ma.us

Department of Mental Health

Georgette Tanner	600 Washington St., Rm 2031	Boston	MA	02114	617-348-5184	617-348-5509	Georgette.Tanner@ehs.state.ma.us
James Bergstrom	25 Staniford Street	Boston	MA	02114	617- 626-8033		James.Bergstrom@ehs.state.ma.us

Department of Mental Retardation

Gerald Scott	600 Washington Street, 2nd Floor	Boston	MA	02118	617-624-7751	617-624-7577	Gerald.Scott@state.ma.us
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Department of Public Health

Dennis Johnson	600 Washington Street, 2nd Floor	Boston	MA	02108	617-348-8424	617-348-5509	Dennis.Johnson@ehs.state.ma.us
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Department of Social Services

Robert Scherer	24 Farnsworth Street	Boston	MA	02210	617-748-2093	617-439-9027	Rober.Scherer@massmail.state.ma.us
Cynthia Morey	24 Farnsworth Street	Boston	MA	02210	617-748-2073	617-439-9027	Cynthia.Morey@state.ma.us

Francis Kelley	24 Farnsworth Street	Boston	MA	02210	617-748-2077	617-439-9027	Francis.Kelley@state.ma.us
Department of Transitional Assistance							
Rochelle Brunson	600 Washington Street	Boston	MA	02111	617-348-8432	617-348-8575	Rochelle.Brunson@state.ma.us
Department of Veterans' Services							
David Moore	600 Washington Street, Suite 1100	Boston	MA	02111	617-210-5906	617-727-5903	Dmoore@dvs.state.ma.us
Department of Youth Services							
Merylle Chase	27 Wormwood Street 4th floor	Boston	MA	02210	617-727-7575	617-951-2409	Merylle.Chase@state.ma.us
Dan Woods	27 Wormwood Street 4th floor	Boston	MA	02210	617-727-7575	617-951-2409	Dan.Woods@state.ma.us
Division of Health Care Finance							
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Executive Office of Health and Human Services							
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Josiah Emuoyibo	One Ashburton Place, 11th Floor	Boston	MA	2108	(617) 210-5062		Josiah.Emuoyibo@massmail.state.ma.us
Soldiers' Home in Holyoke							
Kathy Monahan	100 Cherry Street	Holyoke	MA	01040	413-532-9475 x 1132	413-538-7968	kathy.monahan@MassMail.state.ma.us
Massachusetts Commission for the Deaf and Hard of Hearing							
Jane Sokol Shulman	150 Mt. Vernon St., Suite 550	Boston	MA	02125	617-740-1635	617-740-1830	jane.sokol.shulman@state.ma.us
Massachusetts Commission for the Blind							
William Callaghan	48 Boylston St	Boston	MA	02116	617-626-7404	617-626-7685	William.J.Callaghan@state.ma.us
Massachusetts Office for Refugees and Immigrants							
Robin Carmona	18 Tremont St., Suite 600	Boston	MA	02108	617-727-7888	617-727-1822	robin.carmona@state.ma.us
Massachusetts Rehabilitation Commission							
Christopher Apitz	27-43 Wormwood St., Suite 600	Boston	MA	02210	617-204-3633	617-727-1354	Christopher.Apitz@mrc.state.ma.us
Soldiers' Home in Massachusetts							
John Cronin	91 Crest Avenue	Chelsea	MA	02150	617-884-5660 x101	617-889-2826	john.cronin@state.ma.us
EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY							
Chief Medical Examiner					Tel	Fax	Email
Mary Lou Lynch	720 Albany Street	Boston	MA	02118	617-660-6767x226	617-266-6763	marylou.lynch@massmail.state.ma.us
Criminal History System's Board							

Michael St. Jean Criminal Justice Training Council	200 Arlington Street, Suite 2200	Chelsea	MA	02150	617-660-4669	617-660-4613	michael.stjean@chs.state.ma.us
Kris Gottlander Department of Corrections	1380 Bay Street, Cottage B	Taunton	MA	02190	508-821-2644	508-824-2193	Kris.Gottlander@state.ma.us
Sandra Genoa Department of Fire Services	Industries Drive, P.O.Box 946	Norfolk	MA	02056	508-850-7786	508-850-5215	Sandra.Genoa@state.ma.us
Julie Connelly Department of Public Safety	State Road, P.O. Box 1025	Stow	MA	01775	978-567-3131	978-567-3144	Julie.Connelly@state.ma.us
Sean Nelson	One Ashburton Place, Rm. 1301	Boston	MA	02108	617-727-3200	617-727-5732	sean.nelson@DPS.state.ma.us
Joanne Shea	One Ashburton Place, Rm. 1302	Boston	MA	02109	617-727-3200	617-727-5732	Joanne.Shea@DPS.state.ma.us
Department of State Police							
Debbie Broderick	470 Worcester Road	Framingham	MA	01702	508-820-2146	508-820-2165	Deborah.broderick@pol.state.ma.us
Cheri Lee Executive Office of Public Safety	470 Worcester Road	Framingham	MA	01702	508-820-2148	508-820-2165	Cheri.Lee@pol.state.ma.us
Diane Nocivelli	One Ashburton Place, Rm. 2133	Boston	MA	02108	617-727-7775	617-727-4764	Diane.Nocivelli@eps.state.ma.us
Massachusetts Emergency Management Agency							
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Merit Rating Board							
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Rick Cappucci Sex Offender Registry Board	27-43 Wormwood St., Suite 300	Boston	MA	02210	617-727-3271	617-727-5047	Enrico.Cappucci@state.ma.us
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EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION

Executive Office				Tel		Fax	Email
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Massachusetts Highway Department							

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MASSACHUSETTS TURNPIKE AUTHORITY

Massachusetts Turnpike Authority							
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Department of Telecommunications and Energy							
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Department of Workforce Development, Divisions of Career Services, Unemployment Assistance, and Apprentice Training							
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Division of Banks							
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Division of Energy Resource							
Chanthavy Sor	10 Park Plaza, Room 5170	Boston	MA	02116	617-973-8782		Chanthavy.Sor@state.ma.us
Division of Insurance							
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Department of Labor, Div. of Occupational Safety							
Patricia Washington	399 Washington St., 5th floor	Boston	MA	02108	617-727-3452	617-727-0726	Patricia.Washington@state.ma.us
Division of Professional Licensure							
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Division of Standards

Carol Foltz	One Ashburton Place	Boston	MA	02108	(617) 727-3480		Carol.E.Foltz@massmail.state.ma.us
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Executive Office of Economic Development

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Joint Labor Management Committee

Mary Cappadona	One Ashburton Place, Rm. 610	Boston	MA	02108	617-727-9690	617-727-5786	Mary.Cappadona@state.ma.us
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Labor Relations Commission

Mary Cappadona	399 Washington Street, 4th Floor	Boston	MA	02108	617-727-3505	617-727-4402	Mary.Cappadona@state.ma.us
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Office of Consumer Affairs and Business Regulations

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State Racing Commission

Chanthavy Sor	One Ashburton Place, Rm. 1313	Boston	MA	02108	617-727-2581	617-727-6062	Chanthavy.Sor@ASU@SCA
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DEPARTMENT OF EDUCATION**Department of Education**

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Department of Early Education and Care

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